<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMITTEES &amp; COMMUNITY OUTREACH</td>
<td>3-7</td>
</tr>
<tr>
<td>OVERVIEW</td>
<td>8-12</td>
</tr>
<tr>
<td>SUMMARY BACKGROUND</td>
<td>13-19</td>
</tr>
<tr>
<td>KEY ECONOMIC DRIVERS/SECTOR ANALYSIS</td>
<td>20-26</td>
</tr>
<tr>
<td>REGION DEFINED</td>
<td>47</td>
</tr>
<tr>
<td>DEMOGRAPHIC &amp; SOCIOECONOMIC TRENDS</td>
<td>48-64</td>
</tr>
<tr>
<td>SWOT ANALYSIS</td>
<td>13-19, 27-45</td>
</tr>
<tr>
<td>STATE OF THE REGIONAL ECONOMY</td>
<td>13-19, 27-45</td>
</tr>
<tr>
<td>REGIONAL CLUSTERS</td>
<td>13-19, 27-45</td>
</tr>
<tr>
<td>EXTERNAL TRENDS AND FORCES</td>
<td>13-19, 27-45</td>
</tr>
<tr>
<td>WORKFORCE CONSIDERATIONS</td>
<td>11-12, 21-25, 28-34</td>
</tr>
<tr>
<td>SPATIAL EFFICIENCIES/SUSTAINABILITY</td>
<td>39-41</td>
</tr>
<tr>
<td>BROADBAND NEEDS</td>
<td>17-19, 38</td>
</tr>
<tr>
<td>ENERGY NEEDS</td>
<td>19, 38-39</td>
</tr>
<tr>
<td>NATURAL HAZARDS</td>
<td>39-41</td>
</tr>
<tr>
<td>EQUITABLE DEVELOPMENT</td>
<td>13-19, 27-45, 65</td>
</tr>
<tr>
<td>PARTNERS FOR ECONOMIC DEVELOPMENT</td>
<td>25-26</td>
</tr>
<tr>
<td>RESOURCES FOR ECONOMIC DEVELOPMENT</td>
<td>25-26</td>
</tr>
<tr>
<td>STRATEGIC DIRECTION/ACTION PLAN</td>
<td>28-43</td>
</tr>
<tr>
<td>EVALUATION FRAMEWORK</td>
<td>44-45</td>
</tr>
<tr>
<td>ECONOMIC RESILIENCE</td>
<td>46</td>
</tr>
<tr>
<td>LEGAL NOTICES AND PUBLIC COMMENTS</td>
<td>65-69</td>
</tr>
<tr>
<td>RESOLUTION</td>
<td>70</td>
</tr>
<tr>
<td>CONTACT US</td>
<td>71</td>
</tr>
</tbody>
</table>
# STRATEGIC PLANNING COMMITTEE

<table>
<thead>
<tr>
<th>Representative</th>
<th>Organization</th>
<th>Sector</th>
<th>Town/Region/State</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Selectman Mike Freda (Chair)</td>
<td>Town of North Haven</td>
<td>Municipal North Haven</td>
<td>North Haven</td>
</tr>
<tr>
<td>Carl Amento</td>
<td>SCRCOG</td>
<td>Government</td>
<td>Regional</td>
</tr>
<tr>
<td>Laura Bedoya</td>
<td>REX Development/UCONN</td>
<td>Economic Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Andy Cirioli</td>
<td>SCRCOG</td>
<td>Government</td>
<td>Regional</td>
</tr>
<tr>
<td>Avneet Benipal</td>
<td>REX Development</td>
<td>Economic Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Tony Bialecki</td>
<td>Vita Nuova</td>
<td>Real Estate/Redevelopment</td>
<td>Regional</td>
</tr>
<tr>
<td>Michael Harris</td>
<td>New Haven Innovation Collaborative</td>
<td>Entrepreneurship</td>
<td>New Haven</td>
</tr>
<tr>
<td>David Hunter</td>
<td>Mary Wade: Nursing Home and Assisted Living</td>
<td>Healthcare</td>
<td>Regional</td>
</tr>
<tr>
<td>Ginny Kozlowski</td>
<td>South Central Connecticut Regional Economic Development Corp./REX Development</td>
<td>Economic Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Erika Lynch</td>
<td>Gateway Community College</td>
<td>Higher Education</td>
<td>New Haven</td>
</tr>
<tr>
<td>Barbara Malmberg</td>
<td>South Central Connecticut Regional Economic Development Corp./REX Development</td>
<td>Economic Development/Tourism</td>
<td>Regional</td>
</tr>
<tr>
<td>Steve Matiatis</td>
<td>Aimbridge Hospitality/Courtyard by Marriott at Yale/Connecticut Lodging Association</td>
<td>Lodging</td>
<td>Statewide</td>
</tr>
<tr>
<td>Serena Neal Sanjurjo</td>
<td>Housing Consultant</td>
<td>Housing</td>
<td>New Haven</td>
</tr>
<tr>
<td>Clio Nicolakis</td>
<td>Science Park Development Corporation</td>
<td>Bioscience</td>
<td>New Haven</td>
</tr>
<tr>
<td>Usha Pillai</td>
<td>Aria Management Consulting</td>
<td>Bioscience</td>
<td>Statewide</td>
</tr>
<tr>
<td>Michael Piscitelli</td>
<td>City of New Haven</td>
<td>Municipal</td>
<td>New Haven</td>
</tr>
<tr>
<td>Shelly Szczynski</td>
<td>REX Development</td>
<td>Economic Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Jamison Scott</td>
<td>Air Handling Systems/ManufactureCT</td>
<td>Manufacturing</td>
<td>Statewide</td>
</tr>
<tr>
<td>Garrett Sheehan</td>
<td>Greater New Haven Chamber of Commerce</td>
<td>Business</td>
<td>Regional</td>
</tr>
<tr>
<td>Lucy Sirico</td>
<td>Yale New Haven Health</td>
<td>Healthcare</td>
<td>Statewide</td>
</tr>
<tr>
<td>Bill Villano</td>
<td>Workforce Alliance</td>
<td>Workforce Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Ryan Wolfe</td>
<td>Avangrid (UI &amp; Southern Connecticut Gas)</td>
<td>Utilities</td>
<td>Regional</td>
</tr>
</tbody>
</table>
# SUBCOMMITTEE MEMBERS

## Business Retention, Expansion, & Recruitment

<table>
<thead>
<tr>
<th>Representative</th>
<th>Organization</th>
<th>Sector</th>
<th>Town/Region/State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usha Pillai (co-chair)</td>
<td>Aria Management Consulting</td>
<td>Bioscience</td>
<td>Statewide</td>
</tr>
<tr>
<td>Shelly Saczynski (co-chair)</td>
<td>REX Development</td>
<td>Economic Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Michael Harris</td>
<td>New Haven Innovation Collaborative</td>
<td>Entrepreneurship</td>
<td>New Haven</td>
</tr>
<tr>
<td>Chris Reardon</td>
<td>Resident</td>
<td>Workforce</td>
<td>North Haven</td>
</tr>
<tr>
<td>Steve Matiatos</td>
<td>Aimbridge Hospitality/Courtyard by Marriott at Yale/Connecticut Lodging Association</td>
<td>Lodging</td>
<td>Statewide</td>
</tr>
<tr>
<td>Steve Weiss</td>
<td>Arvinas</td>
<td>Bioscience</td>
<td>New Haven</td>
</tr>
<tr>
<td>Clio Nicolakis</td>
<td>Science Park Development Corporation</td>
<td>Bioscience</td>
<td>New Haven</td>
</tr>
<tr>
<td>Rosie Jacobs</td>
<td>Assisted Living Home Care Services</td>
<td>Healthcare</td>
<td>Hamen/Regional</td>
</tr>
<tr>
<td>Winnie Yu Ng</td>
<td>Southern Connecticut State University</td>
<td>Technology/Higher Education</td>
<td>Statewide</td>
</tr>
<tr>
<td>Anne Benowitz</td>
<td>Greater New Haven Chamber of Commerce</td>
<td>Private Sector</td>
<td>Regional</td>
</tr>
<tr>
<td>Susan Jaskot</td>
<td>Dockside Restaurant</td>
<td>Hospitality/Food &amp; Beverage</td>
<td>Branford</td>
</tr>
<tr>
<td>Lucy Sirico</td>
<td>Yale New Haven Health</td>
<td>Healthcare</td>
<td>Statewide</td>
</tr>
<tr>
<td>Barbara Malmberg</td>
<td>South Central Connecticut Regional Economic Development Corp./REX Development</td>
<td>Economic Development/Tourism</td>
<td>Regional</td>
</tr>
<tr>
<td>Jamison Scott</td>
<td>Air Handling Systems/ManufactureCT</td>
<td>Manufacturing</td>
<td>Bethany/Statewide</td>
</tr>
</tbody>
</table>

## Workforce & Housing

<table>
<thead>
<tr>
<th>Representative</th>
<th>Organization</th>
<th>Sector</th>
<th>Town/Region/State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serena Neal Sanjurjo (co-chair)</td>
<td>Housing Consultant</td>
<td>Housing</td>
<td>New Haven</td>
</tr>
<tr>
<td>Bill Villano (co-chair)</td>
<td>Workforce Alliance</td>
<td>Workforce Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Erik Johnson</td>
<td>Town of Hamden</td>
<td>Economic Development/Housing</td>
<td>Hamden</td>
</tr>
<tr>
<td>Chris Soto</td>
<td>City of West Haven</td>
<td>Economic Development/Housing</td>
<td>West Haven</td>
</tr>
<tr>
<td>Kristin Anderson</td>
<td>Community Builders</td>
<td>Economic Development/Housing</td>
<td>Regional</td>
</tr>
<tr>
<td>Eugene Livshits</td>
<td>SCRCOG</td>
<td>Planning/Housing</td>
<td>Regional</td>
</tr>
</tbody>
</table>

## Infrastructure

<table>
<thead>
<tr>
<th>Representative</th>
<th>Organization</th>
<th>Sector</th>
<th>Town/Region/State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carl Amento (chair)</td>
<td>SCRCOG</td>
<td>Government</td>
<td>Regional</td>
</tr>
<tr>
<td>Andy Cirioli</td>
<td>SCRCOG</td>
<td>Government</td>
<td>Regional</td>
</tr>
<tr>
<td>Name</td>
<td>Organization/Location</td>
<td>Sector</td>
<td>Town/Region/State</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Michael Piscitelli</td>
<td>City of New Haven</td>
<td>Municipal</td>
<td>New Haven</td>
</tr>
<tr>
<td>Ryan Wolfe</td>
<td>Avangrid (UI &amp; Southern Connecticut Gas)</td>
<td>Utilities</td>
<td>Regional</td>
</tr>
<tr>
<td><strong>Real Estate, Land Use &amp; Sustainability</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tony Bialecki (co-chair)</td>
<td>Vita Nuova</td>
<td>Real Estate/Redevelopment</td>
<td>Regional</td>
</tr>
<tr>
<td>Garrett Sheehan (co-chair)</td>
<td>Greater New Haven Chamber of Commerce</td>
<td>Business</td>
<td>Regional</td>
</tr>
<tr>
<td>Laura Bedoya</td>
<td>REX Development/UCONN</td>
<td>Economic Development</td>
<td>Regional</td>
</tr>
<tr>
<td>Laura Brown</td>
<td>City of New Haven</td>
<td>City Planning</td>
<td>New Haven</td>
</tr>
<tr>
<td>Dale Kroop</td>
<td>New Colony Development Corporation</td>
<td>Real Estate/Redevelopment</td>
<td>Regional</td>
</tr>
<tr>
<td><strong>Marketing, Communications, &amp; Stakeholder Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Representative</td>
<td>Organization/Location</td>
<td>Sector</td>
<td>Town/Region/State</td>
</tr>
<tr>
<td>Barbara Malmberg</td>
<td>South Central Connecticut Regional Economic Development Corp./REX Development</td>
<td>Economic Development/Tourism</td>
<td>Regional</td>
</tr>
<tr>
<td>Margaret Ruggiero</td>
<td>Paradise Hills Vineyard &amp; Winery/CT Winter Wine Trail</td>
<td>Agriculture/Tourism</td>
<td>Wallingford/Statewide</td>
</tr>
<tr>
<td>Kim Futrell</td>
<td>City of New Haven, Department of Arts, Culture &amp; Tourism</td>
<td>Arts, Culture, &amp; Tourism</td>
<td>New Haven</td>
</tr>
<tr>
<td>Al Canosa</td>
<td>Mosaic Marketing</td>
<td>Marketing</td>
<td>Regional</td>
</tr>
<tr>
<td>Roger Salway</td>
<td>Town of North Branford</td>
<td>Economic Development</td>
<td>North Branford</td>
</tr>
</tbody>
</table>

**COMMUNITY OUTREACH**

- Al Canosa, Branford
- Alisa Waterman, Branford
- Cathy Lezon, Branford
- Elena Cahill, Branford
- Jamie Cosgrove, Branford
- John Leonard, Branford
- Perry Maresca, Branford
- Richard Sgueglia, Branford
- Bob Schumitz, East Haven
- Joseph Bittner, East Haven
- Lorena Venegas, East Haven
- Lorrie Maiorano, East Haven
- Mohan Chugani, East Haven
- Ray Baldwin, East Haven
- Anne Benowitz, GNHCC EDC*

Cathy DeFrances-Vittorio, GNHCC EDC
Cathy Graves, GNHCC EDC
Dale Kroop, GNHCC EDC
Darlene Reilly, GNHCC EDC
Eric Carlson, GNHCC EDC
Erika Lynch, GNHCC EDC
Evan Paradis, GNHCC EDC
Frank Hird, GNHCC EDC
Glenn Archer, GNHCC EDC
Lauren Tagliatela, GNHCC EDC
Lori Vitagliano, GNHCC EDC
Mark Davis, GNHCC EDC
Mike Ayles, GNHCC EDC
Ray Andrews, GNHC EDC
Sally Kruse, GNHCC EDC
Elizabeth Donius, Together New Haven
Gerry Garcia, Together New Haven
Jeff Moreno, Together New Haven
Kathleen Krolak, Together New Haven
Steve Johnson, Together New Haven
Anthony Bracale, Wallingford
Gary Fappiano, Wallingford
Hank Baum, Wallingford
Jim Wolfe, Wallingford
Joe Mirra, Wallingford
Mark Gingras, Wallingford

Patricia Cymbala, Wallingford
Rob Fritz, Wallingford
Rosemarie Preneta, Wallingford
Stacey Hoppes, Wallingford
Tim Ryan, Wallingford
Betsy Yagla, Woodbridge
Clio Nicolakis, Woodbridge
Debbie Brander, Woodbridge
Robert Sharrer, Woodbridge
Scott Prud’homme, Woodbridge
Shawn Flynn, Woodbridge

* Greater New Haven Chamber of Commerce Economic Development Committee
OVERVIEW
South Central Connecticut Regional Economic Development Corporation (SCCREDC), a.k.a. REX Development (REX), is the Economic Development District for South Central Connecticut. This public/private partnership promotes economic development in Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge. Funded by private sector partners and the towns of the South Central Regional Council of Governments, REX/SCCREDC supports programs and policies to make the region more competitive in the global economy and provide stakeholder education regarding municipal economic development opportunities. REX/SCCREDC also coordinates the development and implementation of the Comprehensive Economic Development Strategy.

The 2018-2023 South Central Connecticut Comprehensive Economic Development Strategy did not envision a future with a global pandemic, high inflation, a shrinking labor force, or a war in Eastern Europe. Therefore, this annual update and performance report addresses the overall goals and objectives of the 5-year CEDS from a distinctly different perspective from when it was written in 2018.

VISION STATEMENT
South Central Connecticut aims to develop the region’s resiliency, diversity, and community while striving for the creation and implementation of business-friendly policies and projects that result in a more attractive business environment and higher quality of life for its residents.
DEMOGRAPHICS & SOCIOECONOMIC TRENDS

According to the United States Census Bureau, Connecticut was the slowest-growing state in the U.S., with the population increasing 0.9% from 2010 to 2020 to 3,605,944.¹

<table>
<thead>
<tr>
<th>Regional Population (2020)²</th>
<th>570,757</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Households (2020)³</td>
<td>221,467</td>
</tr>
<tr>
<td>County Per Capita Income (2020)⁴</td>
<td>$39,134</td>
</tr>
<tr>
<td>New Haven County Median Household Income⁵</td>
<td>$71,370</td>
</tr>
<tr>
<td>Median Sales Price Single Family Homes – New Haven Market (Q4 2021)⁶</td>
<td>$280,000</td>
</tr>
<tr>
<td>Median Age (2019)⁷</td>
<td>40.5</td>
</tr>
<tr>
<td>Largest Population (2020)⁸</td>
<td>New Haven, 134,023</td>
</tr>
<tr>
<td>Smallest Population (2020)⁹</td>
<td>Bethany, 5297</td>
</tr>
<tr>
<td>Workforce Population (2021)¹⁰</td>
<td>309,572</td>
</tr>
</tbody>
</table>

² DataHaven analysis of 2020 Census and 2010 Census Redistricting File, published August 12, 2021
³ Ibid.
⁴ Ibid.
⁸ DataHaven analysis of 2020 Census and 2010 Census Redistricting File, published August 12, 2021
⁹ Ibid.
NEW HAVEN COUNTY RACE & ETHNICITY
According to Census 2020, 71.6% of the residents of New Haven County identified themselves as White Alone, while 13.6% identified themselves as Black or African American Alone. 18.6% of the region’s population identifies as Hispanic or Latino (all races).11

EDUCATIONAL ATTAINMENT OF THE POPULATION 25 YEARS AND OLDER IN NEW HAVEN COUNTY, 202012

<table>
<thead>
<tr>
<th></th>
<th>High School</th>
<th>College</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Population 25 Years and Older</td>
<td>No Diploma</td>
</tr>
<tr>
<td>New Haven County</td>
<td>598,060</td>
<td>9.7%</td>
</tr>
<tr>
<td>Connecticut</td>
<td>2,489,205</td>
<td>9.1%</td>
</tr>
</tbody>
</table>

As of March 19, 2022, continuing unemployment claims were less than before the pandemic for the first time.\textsuperscript{13} Traditionally, post-recession recovery of jobs in Connecticut lags that of the US.

\textsuperscript{13} CT Department of Labor, Continuing Monthly Unemployment Claims by Town. Accessed May 28, 2022 from https://www1.ctdol.state.ct.us/lmi/claimsdata
REDUCTION IN LABOR FORCE

The annual labor force in the region dropped from 314,261 in 2019 to 289,520 in 2020. The yearly workforce in 2021 continued to lag 2019 with 309,572 workers.\(^\text{14}\)

Workforce Alliance has cited the following reasons for decreased labor force participation:

- Desire to continue remote/hybrid work
- Lack of available/affordable childcare
- Accelerated retirement (in November of 2021, there were 3.6 million more Americans who had left the labor force who said they didn't want a job compared to November of 2020 - 90% were age 55+)
  - Health concerns
  - Strong stock market
  - Increased home value
- Caring for someone with COVID-19
- Effects of long COVID-19

Summary Background

As mentioned in a recent US EDA webinar, there are three things we know going into 2022:

- Economic development planning has never been more difficult
- Economic development planning has never been more important
- Recovery funding offers an opportunity for transformational change

Economic development in 2021 was a series of advances and setbacks that mirrored COVID-19 infection rates. The region benefited from the optimism presented by the high vaccination and low infection rates throughout the summer and early fall of 2021. However, the arrival of the Omicron variant in December cooled enthusiasm for indoor activities such as dining, shopping, and entertainment. In addition, many businesses reverted to working from home. The unpredictable nature of the virus continues to interrupt the best-laid plans of organizations, schools, and businesses throughout the region.

With the resources provided in response to the crisis, we anticipate new opportunities to fund projects that will benefit the region. The exceptional funding available through the federal government should inspire the region to operationalize prime projects that were previously out of reach due to financial constraints. The projects we pursue should prepare us for future disruptions to our economy. Resilience will be a chief motivator in selecting projects throughout the recovery. REX/SCCREDC and the South Central Regional Council of Governments (SCRCOG) have partnered on two significant projects funded by CARES grants:

- Provide direct outreach and technical assistance on recovery and capacity building to small businesses and other stakeholders in the region impacted by the pandemic, focusing on women-owned, minority businesses, and businesses located in designated opportunity zones. We will provide updated information on potential resources and assist with navigating the array of available programs and services.

- Establish and maintain an online presence/website for two years to assist in the region's economic recovery of an identified sector(s). Conduct outreach to businesses in the sector(s) by assisting in setting up an online presence/virtual platform. The online presence, e-commerce, and/or app would provide for online orders, acceptance of credit and EBT payments, scheduling, and/or pickup options.

We unsuccessfully applied for DECD’s CT Communities Challenge Grant Program with the Community Technical & Entrepreneurial Collaborative (CTEC) to establish a manufacturing training center in New
Haven (Manufacturing and Technical Community Hub, or “MATCH”). We intend to identify other funding sources to bolster our manufacturing workforce.

Connecticut is poised for significant growth. The state has garnered national and international media attention with our expertise in epidemiology and the efficient rollout of COVID-19 vaccines. We are more attractive to younger people as they look to relocate to areas with larger dwellings and more open space. While still hampered by the unfunded pension liability, the state's financial situation has achieved four credit rating upgrades and has a fully-funded Rainy Day Fund.

Inflation, dormant for several decades, is back with a vengeance. The high cost of fuel impacts almost every sector leading to increased costs for the consumer. In conjunction with the Great Resignation, inflation places many of our residents in a precarious financial position. We can anticipate increased food and housing insecurity. If there is a decrease in consumer confidence, unemployment may increase because jobs are eliminated due to a lack of demand. While it seems the Federal Reserve Board is preparing moves to address these dangers, the outcome is by no means assured.

While challenges remain, we have become a more attractive destination for residents and businesses with larger homes, impressive green space, and hybrid work opportunities. It is now our collective responsibility to create a vibrant and equitable community.
ENVIRONMENTAL, GEOGRAPHIC, CLIMATIC & CULTURAL INFORMATION

The region used in this analysis includes 15 municipalities in South Central Connecticut: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge.

Unless noted, we are reporting on the region. However, some data will be identified as New Haven County or the New Haven Labor Market Area.


New Haven Labor Market Area: Bethany, Branford, Cheshire, Chester, Clinton, Deep River, East Haven, Essex, Guilford, Hamden, Killingworth, Madison, Meriden, New Haven, North Branford, North Haven, Orange, Wallingford, Westbrook, and West Haven.\textsuperscript{15}

\textsuperscript{15} CT Department of Labor, Labor Market Information - Glossary of Terms. Accessed on May 20, 2021 from http://www1.ctdol.state.ct.us/lmi/glossary.asp#L
This map shows Greater New Haven’s prime location on the eastern seaboard, with convenient access to New York City and Boston. Both cities are connected to New Haven by highway and rail services. New York has rail service via Metro-North and Amtrak. Boston has service via Amtrak.

Greater New Haven is bordered on the south by Long Island Sound. The Port of New Haven is the highest-volume commercial shipping port on Long Island Sound and is the busiest port between Boston and New York City.

### Climate in New Haven, Connecticut

New Haven, Connecticut gets 48 inches of rain, on average, per year. The US average is 38 inches of rain per year.

New Haven averages 29 inches of snow per year. The US average is 28 inches of snow per year.

On average, there are 204 sunny days per year in New Haven. The US average is 205 sunny days.

New Haven gets some kind of precipitation, on average, 108 days per year. Precipitation is rain, snow, sleet, or hail that falls to the ground. In order for precipitation to be counted, you have to get at least .01 inches on the ground to measure.

### Weather Highlights

- **Summer High**: the July high is 83 degrees
- **Winter Low**: the January low is 21 degrees
- **Rain**: averages 48 inches of rain a year
- **Snow**: averages 29 inches of snow a year

Source: https://www.bestplaces.net/climate/city/connecticut/new_haven

### CULTURAL ASSETS

New Haven is considered the cultural capital of Connecticut. As the home of Yale University, we have access to collections selected from millions of paintings, sculptures, coins, books, and manuscripts. The Yale Center for British Art holds the most extensive collection of British art outside of the United Kingdom. Its vast collection includes works by J. M. W. Turner, Thomas Gainsborough, George Stubbs, Joseph Wright, and John Constable. Paintings and sculptures by Josef Albers, Edgar Degas, Joan Miró, Piet Mondrian, Pablo Picasso, Mark Rothko, and Roy Lichtenstein are just some of the Yale
University Art Gallery highlights. Smaller galleries throughout the region showcase the painting, pottery, sculpture, and jewelry created by local artists. Theater-goers can catch award-winning shows at the Shubert, Yale Repertory, and Long Wharf theaters in New Haven. Annual events include the two-week extravaganza of the International Festival of Arts & Ideas, country fairs, craft festivals, summer concert series, and the Open Source Festival. The Knights of Columbus Museum has been reinvented as the Blessed Michael McGivney Pilgrimage Center to recognize Father McGivney’s beatification. Numerous arts organizations offer classes for children and adults, contributing to a vibrant quality of life.

**INFRASTRUCTURE**

South Central Connecticut has an aging multi-modal transportation system. State and local funding available to maintain a “state of good repair” is constrained and insufficient for the improvements to our transportation infrastructure necessary to meet our current and future needs. This situation has changed dramatically as the federal government is making available to Connecticut and our region new funding, allowing for an unprecedented infusion of investment in our public infrastructure, with a particular focus on transportation infrastructure. The $1.9 trillion American Rescue Plan Act of 2021 (ARPA) was approved by the U.S. Congress and signed into law by the President. The law, which took effect on March 11, 2021, included $350 billion in emergency funding for state and local governments, known as the Coronavirus State and Local Fiscal Recovery Funds. State and local governments will receive the funds over two tranches and must obligate the funds by December 31, 2024, and spend them by December 31, 2026. Connecticut expects a $6 billion infusion of funding from ARPA, which can be allocated to roads and bridges, cybersecurity, broadband, geographic information systems (GIS), clean drinking water infrastructure, and wastewater and stormwater infrastructure.

In November 2021, the U.S. Congress approved the also known as the Bipartisan Infrastructure Law (BIL) which was signed into law by the President, and which provides for $550 billion in new spending over 5 years. It is expected that $6 billion will be made accessible to Connecticut and its municipalities over the next six years. The funding is directed to historic investment in core infrastructure priorities including roads and bridges, passenger and freight rail, transit, ports and waterways, airports, expansion of electric vehicle charging infrastructure, clean water systems and broadband.

The state has created and promoted plans for infrastructure spending with these new federal funds. Municipalities are engaged in an in-depth analysis and strategic planning efforts to determine the most effective utilization of the new federal funding. Some municipalities have advanced plans and begun to draw funds for projects.

Many of the funding opportunities under ARPA and BIL involve competitive nationwide grants. We encourage municipalities in the REX/SCRCOG region to coordinate their efforts and to pursue regional or multi-town efforts which will have greater likelihood of success in competition with larger government subdivisions in other regions of the country. We encourage the region and its municipalities to take advantage of this once-in-a-generation opportunity to pursue transformative projects which will have a lasting economic impact. We urge the state, the region, and its municipalities to invest in long-overdue transportation projects such as Downtown Crossing in New Haven, rehabilitation of Heroes Tunnel and re-configuration of Exit 59 on Rt. 15 in Woodbridge/New Haven, realignment of the I-91/I-691/ Rt. 15 interchange in Meriden, improvements to 1-95 in West Haven and from Branford to the east beyond our region, TOD projects in West Haven, Meriden and many other SCRCOG municipalities hosting Metro-North, Hartford Line and Shoreline East Train stations, creation of a train station to service North Haven and Hamden, improvements to New Haven’s Union Station, including shops and restaurants, a bus station and additional parking, roadways and bridges. The Greater New Haven region is expanding bicycle and pedestrian infrastructure and implementing Complete Street programs.
The City of New Haven and Tweed New Haven Airport Authority have moved forward with a public/private partnership aimed at leveraging private investment to attract and maintain commercial passenger flight services at Tweed. The project will entail construction of a new passenger terminal and various other upgrades to the airport’s infrastructure. A new air carrier, Avelo, has initiated service to multiple vacation and business destinations and has experienced impressive ridership. This is a major advance for the region’s transportation needs and will create a major economic impact regarding accessibility to the national economy and local job growth.

To expand the freight capacity of the region, we support investment, including use of funding now available through federal infrastructure legislation, in the expansion of the Port of New Haven. The port is considered the busiest port between New York and Boston. Plans are underway for an expansion of the shipping channels leading to the Port to make it “big ship ready” after the expansion of the Panama Canal. The Port currently has a channel depth of 35 feet. The Army Corps of Engineers is currently exploring the benefits of expanding the channel to between 37 and 42 feet in depth to allow for larger ships to use the port.

New federal funding is available for clean drinking water, stormwater diversion and wastewater treatment infrastructure improvements. The Regional Water Authority, which plans for decades in advance, will look to optimize its drinking water infrastructure for resiliency, and response and recovery from droughts and climate-driven events. The Greater New Haven Water Pollution Control Authority serves New Haven, Hamden, and East Haven. Several municipalities in the region host their own Water Pollution Control Authorities such as Milford, West Haven, North Haven, and Branford. These facilities, if not already accomplished, will need to plan and implement hardened infrastructure improvements to facilitate resilience to storms and sea level rise, as well to plan for necessary capacity and reliability.

Prior to and especially during the pandemic, we experienced uneven distribution of broadband services. While U.S. News and World Report’s Internet Access Rankings demonstrated improvement in Connecticut’s overall performance, our current network does not provide adequate home or commercial service to maximize the economic impact of our key sectors. Connecticut ranked #35 overall, #14 for broadband access, and #48 in ultra-fast internet access in 2018 by U.S News and World Report. Connecticut improved in 2021 to #30 overall, #11 broadband subscription rate, and #41 with access to gigabit internet. Utilizing federal infrastructure funds for broadband expansion should be accomplished with equity of access as a focus.

<table>
<thead>
<tr>
<th></th>
<th>Households with a Computer, percent, 2016-2020</th>
<th>Households with a Broadband Subscription, percent, 2016-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>96.6</td>
<td>95.7</td>
</tr>
<tr>
<td>Branford</td>
<td>93.2</td>
<td>90.4</td>
</tr>
<tr>
<td>East Haven</td>
<td>90.1</td>
<td>88.6</td>
</tr>
<tr>
<td>Guilford</td>
<td>94.8</td>
<td>93.8</td>
</tr>
<tr>
<td>Hamden</td>
<td>93.0</td>
<td>88.0</td>
</tr>
<tr>
<td>Madison</td>
<td>95.1</td>
<td>93.2</td>
</tr>
<tr>
<td>Meriden</td>
<td><strong>86.8</strong></td>
<td><strong>78.6</strong></td>
</tr>
<tr>
<td>Milford</td>
<td>93.0</td>
<td>88.4</td>
</tr>
<tr>
<td>New Haven</td>
<td><strong>88.6</strong></td>
<td><strong>83.4</strong></td>
</tr>
<tr>
<td>North Branford</td>
<td>95.6</td>
<td>94.5</td>
</tr>
</tbody>
</table>
The region’s electric and natural gas services are provided by Avangrid (United Illuminating and Southern Connecticut Gas) and Eversource Energy. In response to the Public Utilities Regulatory Authority (PURA) findings, both companies continue to implement changes to improve response and recovery in the event of power outages. In addition to these efforts, there is an ongoing focus on green energy options. The emphasis of funding will be on resilience to storms resulting in power outages, preventative measures such as utility pole management, microgrids, energy storage, infrastructure hardening, and vegetation management.

<table>
<thead>
<tr>
<th></th>
<th>Connecticut</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Haven</td>
<td>92.9</td>
<td>91.1</td>
</tr>
<tr>
<td>Orange</td>
<td>95.0</td>
<td>93.2</td>
</tr>
<tr>
<td>Wallingford</td>
<td>89.4</td>
<td>83.5</td>
</tr>
<tr>
<td>West Haven</td>
<td>92.6</td>
<td>89.2</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>96.6</td>
<td>95.3</td>
</tr>
<tr>
<td>Connecticut</td>
<td>92.0</td>
<td>91.9</td>
</tr>
<tr>
<td>U.S.</td>
<td>87.3</td>
<td>85.2</td>
</tr>
</tbody>
</table>

*Blue highlights = <CT  Yellow highlights = <US*
**TOP SIX ECONOMIC DRIVERS**

1. Healthcare, Biomedical, & Life Sciences
2. Higher Education
3. Advanced Materials & Manufacturing
4. Arts, Entertainment, & Tourism
5. Transportation & Warehousing
6. Professional, Scientific, & Technical Services

Through 2020, the top 5 regional sectors remained consistent. However, the number of Manufacturing jobs overtook employment in Arts, Entertainment, & Tourism, in 2021. In addition, Transportation & Warehousing is now one of the leading employment sectors.\(^{16}\)

<table>
<thead>
<tr>
<th>Annual Industry Distribution of Jobs by Key Sectors</th>
<th>Jobs</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care and Social Services (includes Biomedical &amp; Life Sciences)</td>
<td>75,920</td>
<td>35.66%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>50,125</td>
<td>23.55%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>28,410</td>
<td>13.34%</td>
</tr>
<tr>
<td>Arts, Entertainment, &amp; Tourism</td>
<td>25,703</td>
<td>12.07%</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>18,024</td>
<td>8.47%</td>
</tr>
<tr>
<td>Professional, Scientific, &amp; Technical Services</td>
<td>14,708</td>
<td>6.91%</td>
</tr>
</tbody>
</table>

**Total Number of Jobs in Key Sectors** *Excludes retail* 212,890

**HEALTHCARE, BIOMEDICAL, AND LIFE SCIENCES**

Healthcare and Life Sciences serve as significant drivers in the local economy. Yale New Haven Health System (YNHHS), one of the country’s largest and most highly-respected healthcare delivery networks,

\(^{16}\) StatsAmerica: Employment by NAICS Code by County. Accessed on April 1, 2022 from https://www.statsamerica.org/USCP/
continues to expand its services and investment in the community. YNHHS is acquiring three additional hospitals: Manchester Memorial Hospital, Rockville General Hospital, and Waterbury Hospital. In addition to YNHHS, Hartford HealthCare is expanding services in our region with a new health center in Milford.

YNHHS announced a groundbreaking partnership with four local universities in March 2022. Fairfield University, Gateway Community College, Quinnipiac University, and Southern Connecticut State University all signed agreements to partner with YNHHS to help more qualified nursing student candidates become enrolled and subsequently employed.17

Yale New Haven Health is moving forward with the $838 million Neurosciences Center on its Saint Raphael Campus.

COVID-19 Pandemic Response

- After the first wave, hospitals were able to continue elective procedures
- Established nationally recognized protocols at vaccination centers
- Yale New Haven Health built a temporary Emergency Room in advance of the Omicron surge

Milestones/Impacts

- Expertise in public health garnered national attention
- Connecticut set the bar for vaccine rollout using data using age groups
- Increased outreach to underserved communities

BIOSCIENCE

We have several early-stage and mature bioscience companies working on treatments for co-morbidities such as diabetes, migraines, rare diseases, cancer, and more. In 2021, NIH provided nearly $572 million in grants to colleges, universities, and private ventures in Greater New Haven.18

2021 was a year of positive lab/biotech news, and a recent Colliers International report details it. Colliers points out that New Haven's biotech industry is making strides with existing companies expanding into new spaces, growing companies moving into the city, new companies taking leases in office buildings converted to lab use, and new lab buildings starting construction and lifting our economy. As Colliers puts it, "It is becoming increasingly clear that the life sciences industry is transforming the real estate market in New Haven."19

In June 2021, Downtown Crossing (DTX) Phase 3 and 101 College Street broke ground. DTX Phase 3 will continue transforming the former Route 34 corridor into urban boulevards for pedestrians, cyclists, and motor vehicles. It will serve as the foundation for connecting Temple Street across the highway cut to Congress Avenue and creating land on which Carter Winstanley will build 101 College Street, a 500,000-square-foot bioscience lab/office tower, for 2023 occupancy. We are currently seeking funding for Phase IV of Downtown Crossing.

Public/private partnerships continue to support workforce development. BioPath and The Jackson Lab hosted a virtual bioscience career forum. The forum continues to bring students and local companies together. In 2021, 288 students and 25 companies attended the forum. In addition, the BioPath internship program placed 28 students in 19 companies during the year 2021. The Greater New Haven

Chamber of Commerce partnered with NextGen on Life-science Sprints. The initiative resulted in local company CEOs and executives coming together to strategize and implement infrastructure, talent, and branding plans for Lifesciences in the Greater New Haven region.

Several Lifesciences companies expanded their workforces, such as RallyBio, Arvinas, IsoPlexis, Azitra, and Biohaven. Halda Therapeutics has a new headquarters in New Haven and continues to grow from single-digit to almost 20 employees. Part of Pierce Laboratory, the New Haven Innovation Lab, opened over 7,500 sq. ft. of new startup laboratory space. Also, Biohaven purchased the Q Club, a building adjacent to their current headquarters. REX/SCCREDC, EDC of New Haven, BioCT, AdvanceCT, and several real estate brokers continue to monitor and track the inventory of lab space to accommodate companies’ needs for start-up or expansion space. Additional lab space for Lifesciences companies has come online or will be available soon. This includes space at 115 Munson Street (Halda Therapeutics, Adela), 55 Church Street, 101 College Street, and Pierce Labs.

Employment opportunities are available for clinical and non-clinical applicants meeting the criteria; please see the Workforce section.

Headlines from BioCT:
- Alexion to expand New Haven footprint
- Trevi Therapeutics Announces $55 Million Private Placement Priced At-the-Market FDA approves agitation treatment from BioXcel
- Artizan receives patent re its discovery platform
- Simcha raises $40M to advance cancer drug study
- Arvinas to double workforce after Pfizer deal
- Biohaven closes migraine-drug deal with Pfizer
- Quantum-Si leases space at Winchester Works
- BioXcel begins Phase 3 study re Alzheimer’s disease
- Biohaven seeks FDA approval for nasal spray
- Guilford’s Detect unveils at-home COVID-19 test
- New Haven bioscience incubator opens
- Biorez wins patents for BioBrace implants
- Hamden medtech CoRISMA raises capital
- Branford’s IsoPlexis makes Wall Street debut
- Elm Street Ventures helps power New Haven biotech
- New Haven’s Rallybio raises over $90 million in IPO
- Rallybio to go public in $100M IPO
- Halda Therapeutics opens at Winchester Works
- BioXcel aims to raise $100M in public offering
- Pierce Laboratory to open new space in New Haven
- Construction begins on Winstanley’s 101 College St.
- FDA approves expanded use of Alexion’s ULTOMIRIS®
- FDA approves Biohaven migraine pill
- Artizan and Cybrexa complete financing rounds ($11M)

COVID-19 Pandemic Response
- Participated in research for the COVID-19 vaccine
- The negative impact of COVID-19 on patients with comorbidities demonstrated the need for ongoing research in universities and private companies

Milestones/Impacts

- Served as subject-matter experts within the community and through national media
- Increasing investment in bioscience facilities from new and previous developers
- Increasing new startup and graduation space
- Retaining and attracting new talent
- Improved retention of bioscience companies throughout the region
- Increase in National Institute of Health (NIH) funding from $454 million in 2018 to nearly $572 million in 2021

**HIGHER EDUCATION**

The region hosts seven colleges and universities, including two law schools, two medical schools, and the world-renowned Yale University. Although not an actual cluster, the education sector is a primary economic driver, producing a well-educated workforce employing more than 30,000 people and having a total economic impact of more than $2 billion annually.

While the pandemic posed significant challenges in the spring of 2020, our local colleges and universities returned to full capacity in the fall of 2021.

In addition to the education, workforce development, and quality of life components that our colleges and universities contribute, they also make direct financial investments in our towns. Quinnipiac University recently announced a $244 million project to deliver two new academic buildings and one dormitory in Hamden. Yale University is in mid-renovation of the Yale Peabody Museum, estimated at $250 million in New Haven. The University also announced that the Yale Peabody Museum would be free to all visitors in the future. The Yale Center for British Art and Yale University Art Gallery also offer free admission. In addition, the Yale School of Drama is now tuition-free, thanks to a generous gift by David Geffen. Finally, Yale University and the City of New Haven signed an agreement whereby Yale will increase its voluntary payments (currently $13 million annually) to New Haven by adding $10 million for each of the next five years and $2 million in the sixth year.

**COVID-19 Pandemic Response**

- Moved students back on campus with stringent testing protocols to prevent community spread
- Full return of students supported local businesses

Milestones/Impacts

- Creation of both certificate and degree programs in high-demand fields
- Tiered PILOT payments

**Academic R&D**

Academic Research and Development is a powerful economic driver in the region. Beyond the medical and technological gains created by this research, spinoff companies are created in the private sector, with the associated economic impact of hiring employees, utilizing local goods and services, and serving as resources for the entrepreneurs and startups affiliated with a college or university.

### 2021 National Institute of Health Awards to Organizations in South Central Connecticut

<table>
<thead>
<tr>
<th>Organization</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATMAN THERAPEUTICS CO.</td>
<td>$253,882</td>
</tr>
<tr>
<td>CAROGEN CORPORATION</td>
<td>$939,695</td>
</tr>
<tr>
<td>CENTER FOR PROGRESSIVE RECOVERY, LLC</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

---

### HOSPITALITY AND LEISURE

The hospitality and leisure sector is slowly recovering from the staggering impact of the pandemic. Business travel recovery significantly lags leisure travel. While many utilize occupancy and RevPAR (revenue per available room) as the gold standard for measuring hotel demand, these statistics fail to consider the impact on food and beverage revenue from meetings, tradeshows, and conferences. This is particularly true for hotels in downtown New Haven as much of the business relies on travelers visiting Yale University or Yale New Haven Hospital. The dependence on the business traveler is also true in many of our non-shoreline lodging properties.

Pent-up demand from leisure travelers and a low infection rate made Connecticut a popular destination in the summer of 2021. Visitors enjoyed the numerous parks, beaches, and trails throughout the region. Greater New Haven continued to capitalize on this demand by promoting state and local amenities.

The region also has a significant growth opportunity via the new air service at Tweed-New Haven Regional Airport. Avelo Airlines has established six direct flights between New Haven and Florida in November 2021, and is adding seven more destinations beginning in May 2022. The airline is performing above expectations, and we are optimistic regarding future passenger use.
The leisure and hospitality sector has long worked to improve the workforce pipeline. With COVID-19, potential employees are concerned about the stability of employment in the industry. Although worker availability has been an issue for some time, the rising labor cost is now an additional concern. Salaries that had typically increased 3% annually are now up 25% over the past three years. Room attendants are currently paid $15 an hour to start, and tipped workers, previously paid $6-$11 hourly, now receive a $15 hourly wage in addition to tips. Increased pay and a strong culture of respect for employees have decreased turnover. Supply chain issues are still persistent. With increases in the costs of labor and goods, profitability is declining.

Restaurants also suffer from workforce challenges, rising costs, and access to goods. Restaurants that have demonstrated flexibility in their business models, such as adding outdoor dining or offering takeout or delivery, have fared better than restaurants solely offering indoor dining. While many of the region’s restaurants applied for grants through the Restaurant Revitalization Act, the underfunded program could not assist many applicants.

The region is looking forward to opening two new hotels in New Haven, the Cambria and the Hotel Marcel. The Hotel Marcel has transformed the former Pirelli Building into a sustainable hotel while maintaining this outstanding example of Brutalist architecture.

**ADVANCED MATERIALS AND MANUFACTURING**

Unfortunately, the pandemic’s “Great Resignation” exacerbated the ongoing challenges that manufacturing companies already were experiencing regarding hiring skilled workers. In the Workforce section, we will detail the steps the state and Workforce Alliance are taking to address this issue. Fortunately, the process was well underway before the pandemic.

The New Haven Manufacturing Association has expanded its membership to include companies from throughout Connecticut and rebranded as ManufactureCT. Members (and non-members) benefit from monthly seminars on critical issues the industry faces today. A small sampling includes:

- Regional Sector Partnerships
- Developing Your Industry 4.0 Roadmap
- Where We Are and What Lies Ahead: An Update on The Current State of The Economy and a 2022 Outlook
- How to Create an Apprenticeship Program to Meet Your Workforce Needs
- Supply Chain Challenges and Solutions
- Get to Know CCAT (CT Center for Advanced Technology)

The State of Connecticut has prioritized manufacturing as a critical sector, has created a Chief Manufacturing Officer, and has appointed Kelli Vallieres (a manufacturer) as the Governor’s Workforce Council chair.

**TECHNOLOGY SUPERCLUSTER**

Yale University is the primary source for technology transfer in New Haven. In 2021, 11 startups were launched, and $53.3 million was raised in venture financing.22

---

In September 2021, New Haven Biz published its Tech 25 issue featuring tech companies in Greater New Haven to watch.\textsuperscript{23}

- Alexion
- Artizan
- Arvinas
- Azitra
- Biohaven
- BioXcel
- CiDRA
- Civic Plus/See Click Fix
- Continuity Control
- Cybrexa
- Device 42
- Fitscript
- Halda Therapeutics
- Inbox Health
- IsoPlexis
- P2 Science
- Precipio Diagnostics
- Quantum SI
- RallyBio
- ReNetX Bio
- Simcha Therapeutics
- Square 9 Softworks
- Tangen Bioscience
- Trevi Therapeutics
- Wellinks

**COLLABORATORS/SUPPORTERS FOR ECONOMIC DEVELOPMENT**

The list of partners in Economic Development is diverse and includes businesses, municipalities, nonprofits, community groups, and more. Below is a partial list of REX/SCCREDC's partners:

- AdvanceCT
- Albertus Magnus
- Arts Council of Greater New Haven
- AT&T
- Avangrid
- BioCT
- CEDAS
- Central Regional Tourism District
- Community Foundation for Greater New Haven
- Connecticut Department of Economic and Community Development (DECD)
- Connecticut Department of Energy & Environmental Protection
- Connecticut Lodging Association/American Hotel & Lodging Association
- Connecticut Office of Tourism
- CT Data Collaborative
- CTNext
- Discover New England
- Eversource
- Frontier Communications
- Gateway Community College
- MakeHaven
- ManufactureCT
- Market New Haven
- Municipal Economic Development Staff & Commission Members
- New Haven Festivals
- Regional Chambers of Commerce
- Regional Leadership Council
- Regional Water Authority
- South Central Regional Council of Governments
- Southern Connecticut Gas
- Southern Connecticut State University
- Tweed-New Haven Regional Airport
- United Illuminating Company
- University of New Haven
- US Economic Development Administration
- US Environmental Protection Agency
- Workforce Alliance
- Yale University
- Yale New Haven Health

SWOT ANALYSIS

Strengths
- Prime location on the eastern seaboard & exceptional quality of life
- Highly-educated workforce
- Stable employer base
  - Manufacturing
  - Bioscience
  - Healthcare
  - Higher Education
- Access to a vast consumer market makes the region appealing for distribution centers
- Collaboration with the Connecticut Department of Economic and Community Development
- Regional cooperation

Weaknesses
- State government’s unfunded pension liability - About $40 billion in long-term pension debt is expected to place significant pressure on state finances into the 2040s
- Shrinking workforce
- Existing issues related to social justice and cultural equity, including inequality of income, access to broadband, access to healthcare, and more
- Insufficient housing supply overall, particularly for affordable housing
- Uncertainty about pandemic’s future impacts
- Mismatched skill sets

Opportunities
- Investment in our aging/inadequate transportation infrastructure
  - Rail
  - Air
  - Bus
  - Bridges
  - Port
- Upskilling of unemployed and underemployed through Workforce Alliance and its partners to provide programming specific to our job market needs and to narrow the wealth disparity
- Funding for transformative projects through the American Rescue Plan Act and Infrastructure Investment and Jobs Act
- Potential use of federal funding to reduce the wealth gap

Threats
- Ongoing potential for COVID-19 variants and surges that could impact access to healthcare and negatively impact the economy
- Competition for businesses and talent with New York and Boston
- Climate change
STRATEGIC DIRECTION/ACTION PLAN

GOAL 1: BUSINESS DEVELOPMENT AND RECRUITMENT
Foster efficient business development, recruitment, access to jobs, wealth creation, and entrepreneurial activity throughout the region.

Objective 1: Actively engage our stakeholder network to support the targeted development and recruitment of high-value businesses in the region.

Action Items
- Identify best practices from towns described as “business-friendly” and share them with all towns within the region. Completion: Ongoing
  - REX offered all towns assistance with obtaining CEDAS Best Practices Certification. Orange, Guilford, Hamden, North Branford, West Haven, and Woodbridge received their 2021 certifications. Currently, Madison, Milford, New Haven, and North Haven are certified. Some towns that had intended to apply in 2021 were unable to meet the deadline due to staff shortages created by the Omicron variant.
- Act upon short-term recommendations obtained through interviews and outreach meetings, including increased support for anchor institutions, expanded promotion of the region, and building the workforce pipeline. Completion: Ongoing
  - Workforce Alliance
    - Programs for the formerly incarcerated to rejoin the workforce
    - SkillUp for Manufacturing Certificate Program
    - Project CEO to prepare young adults for professional careers
    - Health Careers Advancement Program
    - Recovery Works for individuals with prior substance abuse issues
  - When on-site services were banned, Workforce Alliance continued working remotely to develop innovative programs and promote the state’s online upskilling courses.
- Provide entrepreneurial support in all sectors, directly and through referrals to other organizations. Completion: Ongoing
  - REX/SCCREDC and its partner organization, the Economic Development Corporation of New Haven (EDC), work directly with the New Haven Innovation Collaborative. Programs focus on:
    - Technology Talent Development
    - Shared Facilities for Startups
    - Supporting Entrepreneurs
    - Technical Support
    - Mentorship
    - Seed Funding
    - Equitable Entrepreneurial Ecosystem (NHE3)
    - Economic Justice Fund Stipends
    - Economic Development Fellowship
    - KNOWNpreneurs growth lab
  - ConnCorp is a business incubator in Hamden focused on driving economic development and justice in impoverished communities by investing in local commercial and residential real estate and minority-owned businesses.
- Continue to engage key sectors and businesses through one-on-one conversations, professional meetings, and networking events. Completion: Ongoing
  - Throughout the pandemic, there has been significant outreach to businesses, primarily through Zoom calls, webinars, etc., providing information on the pandemic response,
best hiring practices, government financial/business assistance resources, marketing, and training.

- Maintain communication with town economic development administrators and commissions through the Regional Economic Development Forum meetings. Completion: Ongoing
  - 2021 REDFO presentations:
    - Post-pandemic Outlook for the I-95 Corridor
    - Commercial Real Estate Market Supply and Demand
    - Federal Funding Opportunities
    - CEDAS Best Practices Process
    - Technology Sector Update by AdvanceCT
    - COVID-19 Vaccine and Therapeutic Development
    - Workforce Recovery Programs
    - COVID-19 Impact on Colleges and Universities Statewide
    - COVID-19 Impact on Regional Arts and Culture Organizations

**Objective 2: Collaborate with regional partners to provide access to and actively disseminate complete and accurate information on available resources and incentives.**

**Action Items**

- Identified lab space currently developed or that will become available for graduation space upon Arvinas’ move to 101 College Street. Completion: Ongoing
- The SCRCOG-funded data initiative with REX/SCCREDC and the CT Data Collaborative has been extended.
- Increase the REX/SCCREDC newsletter list by 2% annually. Completion: Ongoing
  - Did not meet the goal in 2021-2022. Efforts were hampered without in-person events and trade shows.
- Post events, programs, and media announcements on social media three times per week. Completion: Ongoing
  - Achieved goal in 2021-2022.
- Continue active participation in associations, chambers of commerce, and municipal economic development initiatives. Completion: Ongoing

**Objective 3: Advocate for business-friendly initiatives at the federal, state, and local levels that will encourage economic growth and vitality.**

**Action Items**

- Support business-friendly initiatives through legislative outreach and community involvement. Completion: Ongoing
  - We receive monthly updates from representatives of our Congressional offices, the Connecticut Conference of Municipalities (CCM), and the Connecticut Council of Small Towns (COST) at SCRCOG meetings.
  - REX/SCCREDC is a leading advocate for state and federal tourism initiatives.
  - REX/SCCREDC has provided letters of support for various grants, including:
    - Office of Brownfields and Capital Projects Small Business and Community Development Program Unit: Manufacturing and Technical Community Hub (MATCH)
    - Build Back Better: Together We Grow - Innovation Corridor Strategy South Central Connecticut
    - Downtown Crossing Phase 4: Removal of the expressway to create an urban boulevard in the medical/bioscience district
- Participated in the Microbiome forum with the legislators.
- Testify on relevant economic development issues. Completion: Ongoing
  - REX participated in a multi-part State Legislative Forum
  - Met with DECD Commissioner David Lehman to advocate for direct business support for the tourism industry
  - REX participated in the Recovery and Rebuilding Session with the Federal Delegation
  - Testified to continue funding for CTNext to enable financial support for entrepreneurial projects.
  - We submitted a support letter for 55 Church St. public hearing

**Objective 4: Expand global opportunities by forging economic and cultural ties in conjunction with our community partners.**

**Action Items**
- Regularly attend national and international trade shows to promote our vital economic drivers. Completion: Ongoing
  - **Tradeshow update:**
    - Most tradeshows were canceled due to the pandemic.
    - We attended the following tradeshows:
      - Biomedical Device Show
      - American Bus Association Tradeshow
      - International Society of Hotel Associations
    - As tradeshows resume, we are eager to promote the region. Traditionally, REX has attended:
      - Bio Digital
      - Eastec
      - Hannover Messe Advanced Manufacturing Tradeshow
      - International Manufacturing and Technology Show
      - International Council of Shopping Centers
      - Medical Device & Manufacturing East
      - Select USA
      - Discover New England

**GOAL 2: WORKFORCE AND HOUSING**

Identify, stimulate, and coordinate programs and services, ensuring that the region’s residents have affordable access to the high-quality training, education, and housing opportunities they need to be productive members of emerging industry clusters in the regional economy.

**Objective 1: Create a broad spectrum of career pathways within our key industry clusters to provide the opportunity for all to earn a livable wage.**
- As South Central Connecticut’s American Jobs Center, Workforce Alliance has executed various programs to address existing and emerging workforce needs. Programs have focused on the unemployed, the underemployed, and meeting industry demand. Many training programs have been created in conjunction with community colleges and private sector partners to address the region’s most critical labor shortages, such as IT, utilities, healthcare, and social services, hospitality, manufacturing, and the trades. Programs include:
  - **Professional Services**
    - Project Management Certificate
    - Business Professional and Office Assistant
    - Bookkeeping Professional National Certificate w/Accounting & QuickBooks
    - Bookkeeping Certificate Training with AIPB
• Real Estate Principles & Practices
• Accountant Assistant Credit Certificate Program
• Medical Office Assistant
• Real Estate Principles & Practices
• CNA+
• Logistics
• Technology Talent Pipeline

○ Manufacturing
  • Skill Up for Manufacturing
  • Technology Studies: Manufacturing Machine Technology
  • Manufacturing Machine Technology Certificate (Pending)
  • Technology Studies: Manufacturing Machine Technology Degree

○ Hospitality & Retail
  • Hospitality & Tourism Training Program
  • ServSafe Food Handler, Alcohol Safety & Manager Training
  • Culinary Arts Credit Certificate Program

○ Healthcare & Social Services
  • Certified Nursing Assistant (CNA) (Pending)
  • Medical Office Assistant Training Program (Pending)
  • Patient Care Technician
  • Patient Care Technician with C.N.A.
  • Pharmacy Technician Training
  • Community Health Worker
  • Certified Nurse Aide
  • Emergency Medical Responder (Pending)
  • Emergency Medical Technician
  • Drug & Alcohol Recovery Counselor Credit Certificate program (Pending)

○ Information Technology
  • (Level 1) Microsoft Office Specialist/Customers Service and Sales
  • (Level 2) Microsoft Information Technology specialist/Software Developer
  • CompTIA Network + Training
  • A+ CompTIA Desktop Support Training
  • A+ CompTIA & Network+ Certification Training (Pending)
  • Business Analyst Certificate (Pending)
  • Digital Media & Web Design Training (Pending)
  • A+ Certification
  • Adobe InDesign (Pending)
  • Adobe Photoshop
  • Amazon Web Services Certified Solutions Architect
  • AutoCAD/Autodesk
  • Cisco Certification Bundle
  • CompTIA A+ and CompTIA Network+ Certification Bundle
  • Microsoft Azure Certification Training
  • PC Fundamentals and Microsoft Office Specialist Certification Training
  • Microsoft Certified Solution Expert (MCSE)
  • Adobe Illustrator Certification Training
  • App Development with Swift Certification Level 1
  • Certified Associate in Project Management
  • Certified Ethical Hacker (Pending)
  • Certified Information Systems Security Professional (Pending)
  • Certified Software Tester
- Cisco Certified Network Associate
- CompTIA Cybersecurity + (Pending)
- CompTIA Network+
- CompTIA Project+
- CompTIA Security+
- Entrepreneur Small Business Certification Training (Pending)
- Ethical Hacker Associate
- Microsoft SQL Server Certification Training
- SAS Certified Base Programmer
- VMware Certified Associate
- Comprehensive Healthcare Project Management (Pending)
- Microsoft Office and Employment Preparation
  - Skilled Trades & Personal Services
    - S License HVAC (Pending)
    - B License HVAC (Pending)
    - Commercial Driver Training B (Pending)
    - CETP Propane Training (Pending)
    - Building Analyst (Pending)
    - Envelope-Shell Training (Energy Efficiency) (Pending)
    - Small Engine Repair & Technology
    - Clean Water Management Credit Certificate
    - Water Management Credit Certificate
    - Digital Media & Web Design Training (Pending)
    - Distribution & Supply Chain Logistics with Powered Industrial Forklift
    - CT Security Officer Certification
  - Project CEO to prepare young adults for professional careers
- The State of Connecticut is making a significant investment in workforce development initiatives to upskill & reskilling CT workers
  - $15 million in CARES Act funding for Skill Training
  - $70 million in ARPA funding for CareerConnectCT
  - $70 million in ARPA funding for Mental Health Worker & Nursing Shortage
  - $11 million in ARPA funding High School Career Readiness
  - $40 million in bond funding for Incumbent Worker Training, Basic Skills Training, and Transportation Assistance
- Pandemic response
  - When on-site services were banned, Workforce Alliance continued working remotely on the development of new programs and the promotion of the state’s online upskilling courses
  - Actions to offset the shrinking labor force
    - Programs for the formerly incarcerated to rejoin the workforce
    - Recovery Works for individuals with prior substance abuse issues
    - Training people with different abilities
  - The State of Connecticut’s "Back to Work CT" program incentivized those pushed out of work by the COVID-19 pandemic to reenter the workforce with a $1,000 payment.
- Create a training and education resources database for local economic development professionals and town planners. Completion: Ongoing
  - Develop a marketing campaign for distribution to the public school system. The Governor’s Workforce Council has launched a program for career readiness.
  - Consistent with the priorities of the Governor’s Workforce Council Strategic Plan, the Office of Workforce Strategy is offering strategic planning and technical assistance to
Connecticut public schools and school district officials that wish to expand their career readiness programming during the 2021-22 school year. These offerings will include:

- **Career Pathways**: Technical assistance to districts and schools seeking to develop new career-focused courses, giving middle and high students essential skills to begin their career in an in-demand industry.
- **Work-Based Learning**: Support districts and schools in fostering local employer partnerships to develop internship, pre-apprenticeship, job shadow, or mentorship opportunities for middle and high school students.
- **Dual Credit/Dual Enrollment**: Strategic support to districts and schools interested in developing new opportunities for high school students to earn college credit in a professional area of interest while working towards high school graduation requirements.
- **Digital Literacy Professional Development**: Assistance to districts and schools in forming partnerships with technology and tech education leaders who can offer teachers high-quality digital literacy training. This will be crucial for K-12 educators who wish to make continued use of the unprecedented influx of technology into schools over the past year by effectively embedding technology into in-person learning experiences in the future.

- **Regional Key Industry Cluster Meetings**:
  - ManufactureCT monthly workshops.
  - Regional tourism meetings with the lodging and tourism businesses.
  - New Haven Innovation Collaborative targets workforce initiatives for entrepreneurs and small-scale manufacturing.

- **Retain and attract young professionals**. Build upon and promote various regional young professional organizations to develop additional programs, policies, and mentorships to attract, engage, and retain young professionals in the CEDS region. Completion: Ongoing
  - AdvanceCT launched CampusCT, an app that aims to increase awareness of the state’s employers, from global Fortune 500 companies to local small businesses and non-profits. It also highlights all that Connecticut has to offer them as they launch – professionally and personally.
  - CTForMe is a new online hub focused on attracting and retaining young talent to the state. The initiative includes a website (www.CTForMe.com) and an Instagram account (@CTForMe) that feature the organic visual stories of young talent, entrepreneurs, and professionals living and working in Connecticut.

- **Prioritize education and training opportunities in collaboration with the evolving economy and prioritize the needs of the local and regional industry clusters**. Completion: Ongoing
  - As detailed in Objective 1, Workforce Alliance has implemented critical programs to support our key industries.
  - Continue collaboration with the private sector to make it a part of the towns’ workforce development initiatives.
    - Workforce Alliance’s Project CEO, a work readiness/career development program for older youth.
    - Industry Pipeline Programs/Initiatives for Youth and Adults in areas of Manufacturing, Hospitality, and Healthcare. IT and Transportation & Logistics are ongoing.
    - Tech Talent Bridge through CTNext is a grant opportunity for Connecticut small businesses to obtain funding for the hiring of student interns. The program aims to develop a talent “bridge” between small businesses and students to create jobs.
    - New Haven Works is a program to connect New Haven residents to good jobs.
• Utilize available public and private resources to support incumbent worker training for lifelong learning to assure marketable skills are maintained and increased earning potential. Completion: Year 3
  o All new Workforce Alliance programs must include career pathways. Plans include Metatronics and Welding programs for incumbent manufacturing workers.
  o Workforce Alliance and regional partners will meet emerging workforce needs within priority industry clusters by publicizing innovative workforce development efforts at Gateway Community College, Middlesex Community College, Southern Connecticut State University, Albertus Magnus College, and area middle and high schools.
• Actively engage public and private sector partners to address critical school-to-work issues by providing educational programs in STEM, Artificial Intelligence (AI), and Internet Technology (IT). Completion: Ongoing
  o Wallingford has developed a model for healthcare that we anticipate will be replicated. Regional chambers of commerce have been instrumental in identifying business partners.
  o Milford has added STEM labs to all elementary schools.
• Prepare primary and secondary school students for college, internships, externships, apprenticeships, or vocational/technical programs to meet existing, anticipated, and emerging employment needs. Completion: Year 5
  o Existing programs include the North Branford public schools, Eli Whitney Technical High School, and Platt Technical High School. The lack of certified vo-tech teachers has hampered the expansion of these programs. Efforts are underway to update the certification requirements for these programs to increase the pool of qualified instructors.
  o NextGen workforce initiative was launched in 2020 in coordination with the State of Connecticut’s Workforce Council. This is a regional effort with the South Central CT and River Valley regions to prepare a workforce pipeline for two of the region’s priority sectors, Bioscience and Advanced Manufacturing. Industry CEOs lead the NextGen process.

Objective 2: Enhance opportunities for attainable and affordable housing for all income and demographic levels.

Note: Housing is a top priority issue in the region and the state. The South Central Regional Council of Governments has established a working group with representatives from all fifteen towns to meet monthly to develop and implement best practices. The series, which is completing its second year, has focused on presentations by developers and towns with successful execution of affordable housing plans. Throughout 2021, there has been extensive outreach to the community via webinars and surveys. The housing consultant, David Fink, has worked to dispel the misconceptions regarding affordable housing in our towns and to illuminate the benefits to the communities. The housing group is creating a regional housing plan, supplemented with additional information specific to each town for submission to the state by July 2022.

In 2021, the Connecticut Legislature passed HB 6107, which legalizes accessory dwelling units, caps excessive parking requirements, develops a model form-based code, defines character by physical standards, mandates training for land use commissioners, clarifies technical standards, defines "as-of-right," eliminates unreasonable application fees, and requires towns to affirmatively further fair housing and address housing disparities.

• Create a database for distribution that includes housing options related to location, cost, and type. Completion: Ongoing
There is an existing website, lowincomehousing.us/CT, which provides partial information.

- Create a database and marketing plan for transportation options. Completion: Year 4
  - During the pandemic, all modes of public transportation were dramatically reduced due to a lack of demand. Increasing passenger counts are starting to return. This topic will be revisited as part of the transportation infrastructure planning process.
- Improve the quality, affordability, quantity, and diversity of housing in the region. Seek design and funding opportunities for the region’s communities to help the municipalities address the region’s critical housing shortage at price points for service and technical workers, low- and middle-income families, and the Millennial-aged workforce. Completion: Ongoing

While each town in the region must submit an affordable housing plan to the State of Connecticut by July 1, 2022, the reality is that the area’s housing cost is increasing dramatically. Headway on this issue relies on executing the final regional/municipal housing plans.

**SCRCOG Project Overview**

The South Central Regional Council of Governments (SCRCOG) is developing an Affordable Housing Plan (the Plan), with assistance from RKG Associates, Inc., which will provide analysis and guidance on how and where each participating municipality can address its housing needs within a regional context. The Plan will adhere to the process outlined in the “Planning for Affordability in Connecticut: Affordable Housing Plan and Process Guidebook” developed by the CT Department of Housing and the Regional Plan Association.

RKG Associates is creating a Plan for SCRCOG that will include unique sections with analyses, goals, and recommendations for each participating municipality in the SCRCOG Region. The final product is being developed so that each participating municipality will be compliant with Connecticut General Statute 8-30j.

**Regional Community Survey**

The South Central Region, Connecticut: Housing Plan Survey closed on October 31, 2021. The survey results will help RKG Associates identify the perceptions and realities of housing affordability, appropriateness, and challenges within each SCRCOG community. Responses are confidential and allow SCRCOG to create a housing plan that is sensitive to the needs and concerns of all residents.

The following information can be found on the SCRCOG website. [https://scrcog.org/regional-planning/affordable-housing/](https://scrcog.org/regional-planning/affordable-housing/)

- Density bonuses: Cities may allow developers extra population density if they reserve at least a portion of the housing for lower earners.
- Tax relief: Since many urban areas are subject to high property taxes, cities may offer tax cuts for properties that provide low-income housing.
- Accelerated permits: Cities may expedite building or rehabilitation permits to help increase the housing supply faster.
- Land banks: This system helps developers get financing for land containing buildings scheduled for demolition or renovation.
- Lower parking requirements: Some cities may reduce their typical onsite parking requirements for buildings close to mass transportation.
- Yale New Haven Health, The City of New Haven, and Yale University offer homebuyer programs to workers to encourage employees to purchase homes in New Haven. The funding consists of forgivable loans or direct grants.
The City of New Haven passed an Inclusionary Housing Law. In the 2021 legislative session, the CT General Assembly passed an affordable housing law with the statewide legalization of accessory dwelling units and the banning of minimum parking space rules. (Public Act No. 21-29). Create a marketing plan for housing opportunities for all workers.

Pending outcome of the municipal affordable housing plans and marketing funding.

Currently, demand in the region’s housing market far exceeds the supply. Buyers looking for a workforce or affordable housing are shut out of the market.

- Working with state, federal, local, and industry partners to create a fundable strategy to improve public transportation throughout the region, especially considering east-to-west routes to meet workforce needs. Completion: Ongoing
  - The Move New Haven study was completed pre-pandemic. The initial study gathered comprehensive information about community transportation needs. However, they were required to submit recommendations based on the current funding.
  - The study will need to be revised to reflect current/future transportation needs. Some workforce behaviors have changed, such as working from home, hybrid office hours, and the updated definition of essential employees.
  - Increasing fuel prices may also instigate alterations to the plan.

**GOAL 3: INFRASTRUCTURE**
Develop, maintain, and effectively utilize a robust, integrated, multi-modal transportation, communications, and information system that facilitates the efficient and convenient movement of people, goods, and data intra-regionally, inter-regionally, and internationally.
Note: Anticipating ARPA funding.

**Objective 1: Enhance the multi-modal transportation network.**
Support a variety of transportation options that are conducive to regional growth, including rail, bus, and air travel. Promote expansion of transit-oriented development (TOD) surrounding the region's multi-modal transportation hubs. Replicate existing bicycle and pedestrian infrastructure throughout the region.

- The Move New Haven study was completed in 2019. CTDOT is working with the City of New Haven to implement recommendations.
- Work with RPA's Connecticut office to promote smart and efficient land-use practices, sound environmental policies, and economic development connected to the transit network. Completion: Ongoing
- Continue to participate in NEC Future to create a high-speed rail network in the region. Completion: Ongoing
  - The region has monitored the NEC Future Northeast Corridor Rail Project, with little activity.
- Continue efforts to modernize and expand Tweed-New Haven Airport and provide advocacy for collaborations with the State and other regional airports. Completion: Ongoing
  - Tweed-New Haven Regional Airport is implementing the 2021 Master Plan Update.
    - Construction of a new, modern terminal on the east side of the Airport.
    - Extending existing runway to allow for more direct flights to more destinations.
    - Renovation of Existing Terminal and other infrastructure improvements to improve safety and mitigate local traffic concerns.
    - Construction for all project phases will be undertaken with Project Labor Agreements.
    - Project includes full environmental assessment and protection plan and construction of a carbon-neutral passenger terminal following LEED principles.
In addition to abiding by the local noise ordinances, Avports will implement requirements from an updated noise study within five years of FAA approval. They will invest up to $1.75 million in additional noise mitigation programs as part of an approximate $5 million community investment.

- Avports will also fund environmental and traffic mitigation, with approximately $5 million total community investments.

- Market the region's commuter rail and TOD assets to attract potential businesses/investors. Completion: Ongoing
- The proposed train station in North Haven should remain a CTDOT priority for construction.
- Coordinate with CTTransit to evaluate upgrades and the potential for service improvements. Completion: Ongoing
  - CTDOT implementation of electric transit business into the fleet with improved charging infrastructure.
- Continue engagement of public and private partners in planning an economic development strategy around the New Haven-Hartford-Springfield, Shoreline East, and Metro-North rail corridors, highlighting opportunities for TOD. Completion: Ongoing
  - We are implementing programs to boost ridership as we start to recover from the pandemic.
- Engage CTTransit and the private sector to evaluate opportunities to increase transit ridership. Completion: Ongoing

Objective 2: Expand freight capacity of the region.
Continue to support the expansion of the Port of New Haven, which currently has a channel depth of 35 feet and a width of 400-800 feet.

- Support investments in the Port of New Haven to expand freight capacity by dredging the channel and economic development opportunities in Milford and West Haven. Completion: Ongoing
  - The state bonding commission funded the project. The projected completion date is Q4 2025. The port has a Foreign Trade Zone designation.
  - Continue supporting the State and port landowners in connecting the Port of New Haven with the Providence and Worcester Railroad. Completion: Ongoing
  - Coordinate site development projects with transportation improvement plans in the region's Long-Range Transportation Plan. Completion: Ongoing
  - Support efforts to establish dependable funding sources for the state's Special Transportation Fund. Completion: Ongoing

Objective 3: Support continued Investments in roadways and bridges.

- Support significant regional transportation projects such as the reconfiguration of the I-91/I-691 merge and rehabilitation of the West Rock Tunnel. Completion: Ongoing
  - CTDOT continues to study the options for the West Rock Heros Tunnel rehabilitation.
- Maintain balance between local and regional interests in considering approval of infrastructure projects and when advocating for infrastructure funding. Completion: Ongoing

Objective 4: Optimize water infrastructure and partnerships for maximum economic impact.

- Identify and target industries that are water-use intensive and develop a long-term marketing strategy to attract these industries. Completion: Ongoing
  - RWA is researching target industries.
Objective 5: Ensure the entire region has adequate telecommunications infrastructure to support modern communication and information systems.

- Determine access and infrastructure requirements in the region. Completion: Ongoing
  - Internet Access Rankings: Connecticut ranked #30 overall, #41 for access to Gigabit Internet, and #11 for Broadband Subscription Rate in 2019 for connectivity by US News.\textsuperscript{25}
  - Low-income areas are underserved with access to broadband and technology in general. These areas were disproportionately impacted compared to higher-income communities during the pandemic.
- Organize partners to develop regional access. Completion: Ongoing
- Support and promote efforts to enhance faster and cheaper broadband service to the region. Completion: Ongoing
  - Access to high-speed internet, particularly in cities, is a high priority for state government. Governor Lamont’s goal is that New Haven will become the first to reach ultra-fast 5G cellular technology in New England. This is a priority for ARPA and other funding.
  - AT&T will install 5G service along the New Haven rail line that serves Metro-North and Amtrak.

Objective 6: Support the expansion of natural gas mains and explore green energy options.

- Continue to advocate for and educate about natural gas use throughout the region. Completion: Ongoing
- With a shared goal of reducing greenhouse gas emissions and advancing cleaner transportation across the state, United Illuminating (UI) – a subsidiary of AVANGRID, Inc. (NYSE: AGR) – is collaborating with the Public Utilities Regulatory Authority (PURA) and Eversource to develop a massive electric vehicle (EV) charging infrastructure which will help meet the state’s goal of having 125,000 to 150,000 electric vehicles on roads by 2025.

\textsuperscript{24} 2020-2025 Regional Water Authority Strategic Plan. Accessed April 11, 2022
• Market energy efficient programs. Completion: Ongoing
  o The 2020 State Energy Efficiency Scorecard by the American Council for an Energy-Efficient Economy ranked Connecticut 7th in the nation.\textsuperscript{26}
  o Both Avangrid and Eversource Energy market energy-efficient programs.
• The United Illuminating Company, Southern Connecticut Gas, and Connecticut Natural Gas, all part of the Avangrid family, are committed to promoting and furthering the economic development of the state of Connecticut by focusing on funding initiatives that help drive the economy.\textsuperscript{27}
  o Programmatic grants for Economic Development focused organizations
  o Sponsorships of Economic Development based educational programs and events
  o Workforce Development focused programs and events
  o Analytical studies to further the goals of specific Economic Development projects

GOAL 4: REAL ESTATE, LAND USE, AND SUSTAINABILITY
Developable land is an extremely limited resource in the region. The region must continue to embrace and adopt strategies that focus on cleaning up contaminated sites, supporting effective and efficient development plans, and protecting resources that add to the region's overall sustainability.

The actions recommended by the committee align with SCRCOG’s Regional Plan of Conservation and Development, which is available for review at scrcog.org.

Overall Activities
  o SCRCOG has entered into a new Hazard Mitigation Plan.
  o Design and Technical Guide for Implementing Innovative Municipal Scale Coastal Resilience in Southern Connecticut is being implemented.
  o Sustainable CT (sustainablect.org) offers a voluntary certification program to recognize thriving and resilient Connecticut municipalities based on the following criteria:
    1. Thriving Local Economies
    2. Well-Stewarded Land and Natural Resources
    3. Vibrant and Creative Cultural Ecosystems
    4. Dynamic and Resilient Planning
    5. Clean and Diverse Transportation Systems and Choices
    6. Efficient Physical Infrastructure and Operations
    7. Strategic and Inclusive Public Services
    8. Healthy, Efficient and Diverse Housing
    9. Inclusive and Equitable Community Impacts
   10. Innovation Action

As of December 2021, three towns have bronze certification, three have silver certification, seven are registered to participate, and two are not participating.

Objective 1: Support brownfield redevelopment.
  • Identify properties within the region with the greatest potential for return on investment that are vacant or underutilized due to environmental contamination and that would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development and private investment, and proximity to public transit. Completion: Ongoing

\textsuperscript{27} United Illuminating Economic Development. Accessed April 11, 2022 from https://www.uinet.com
Science Park Economic Development Corp. has received $2 million from the State to remediate the former Winchester Arms site at Science Park to create lab, office, and retail space.

A brownfield project is underway next to the Meriden train station in preparation for a 92-unit apartment complex.

- Develop a Best Practices Guide and facilitate regional information meetings on brownfield redevelopment through REX/SCCREDC/REDFO. Completion: Paused
  - A list of brownfields by town is published annually by the CT Department of Energy and Environmental Protection28

- Identify opportunities for inter-local collaboration on large brownfield redevelopment projects. Completion: Ongoing
- Identify and advocate for funding opportunities for environmental assessment and clean-up and seek to aggregate resources for use in the region and promote those resources region-wide. Completion: Ongoing
  - The Department of Energy and Environmental Protection (DEEP) and the Department of Economic and Community Development (DECD) work with legislative leaders and various stakeholders to chart a new path for Connecticut's cleanup program. DEEP and DECD have co-convened a working group to receive advice and feedback for regulations to be adopted by DEEP. Completion: Ongoing
  - Encourage towns that do not have in-house planning or development staffs to identify, conduct assessments, and apply for clean-up grants to use the state DEEP and DECD, Development Corporations, and non-profits. DEEP and DECD have a variety of programs that allow towns and developers to access funding for the assessment and clean-up of brownfields. The UCONN School of Engineering operates the Connecticut Brownfield Initiative that provides towns with technical assistance for the assessment, clean-up, and redevelopment of brownfields. Completion: Ongoing
    - The REX/SCCREDC Revolving Loan Fund money received repayment of a loan in the amount of $72,000 and will make the funds available for future projects.

- Actively market target sites. Completion: Ongoing

Objective 2: Define and encourage next-generation mixed-use and transit-oriented development.

- See Goal 3, Objective 1 for additional information.
- Through a series of events, share the resource list of next-generation mixed-use and TOD opportunities with partners. Completion: Year 4
  - Through the SCRCOG Housing Committee, there have been presentations by town officials and developers presenting best practices on mixed-use and TOD opportunities. Some of these ideas will be incorporated into the regional housing document.

- New Haven has two Opportunity Zone projects.
  - Industrial Flow Solutions was completed in January 2021 at the former Radiall site.
  - The former Pirelli site is scheduled to open as a hotel in April 2022.

- Develop a marketing plan for sites that could support these types of development. Completion: Paused
- Develop a resource list of next-generation mixed-use combinations and TOD that take advantage of unique municipal characteristics and target emerging industry needs. Completion: Paused
- Create a Resource Team of professionals to define next-generation mixed-use combinations and TOD and provide technical assistance to municipalities. Completion: Ongoing

---

Objective 3: Develop regional resource use and awareness.

- Increase awareness of and support preservation of open space, including working farms. Completion: Ongoing
  - SCRCOG and REX/SCCREDC completed an asset mapping project that includes the town’s agricultural and cultural assets. The brochures were distributed by the towns and are available online at the Visit New Haven (VNH) website. These brochures are in the process of being updated for 2022.
- Develop resources to support a sustainable, diverse, and equitable local food system that includes production, food processing, and distribution infrastructure and encourages food-based business development as well as creative reuse of existing infrastructure. Completion: Ongoing
- Monitor use and support the development of recreational land use assets, including parks, greenways, and bicycle/pedestrian trails. Completion: Ongoing
  - SCRCOG and REX/SCCREDC completed an asset mapping project, including agricultural and cultural assets by town. The brochures were distributed by the towns and are available online at the VNH website. These brochures are in the process of being updated for 2022.
- Encourage connectivity of trails and recreational assets to transportation nodes and centers for economic activity, including commercial centers and downtown areas. Completion: Ongoing
  - SCRCOG continues to work on this item through its trail maps, its GIS system, and as a factor in the Housing Committee.
- Monitor and support energy usage and reliability and encourage development of renewable energy assets for residential, commercial, and agricultural uses. Completion: Ongoing
- Facilitate coordinated efforts and information sharing among municipalities, organizations, and agencies toward improved storm preparation along the coastline and climate change resilience. Completion: Ongoing
  - SCRCOG continues to work with the region’s municipalities in alignment with the goals and action items outlined in the 2017 Southern Connecticut Regional Framework for Coastal Resilience.

GOAL 5: MARKETING, COMMUNICATIONS, AND STAKEHOLDER EDUCATION

Harness collaborative and resourceful marketing and communications opportunities and partnerships that support economic success while raising stakeholders’ awareness in and outside of South Central Connecticut.

Objective 1: Encourage local economic activity by educating stakeholders about resources and funding opportunities.

- In 2021, REX/SCCREDC emphasized stakeholder education over economic development marketing due to the pandemic. We consistently updated our community on current public health guidance, revised state and municipal regulations, and business/employee assistance programs. We utilized newsletters, social media, business outreach, and more to keep businesses and employees informed.

One of the significant issues we faced was the disconnect between the economic development organizations and some small businesses. If they weren’t members of a chamber of commerce or on a REX/SCCREDC town email list, opportunities might have passed them. We recognized a need for education in standard business procedures. Due to inadequate documentation, some
businesses could not obtain direct financial assistance through government programs.

For tourism, we continued to market the region to leisure visitors in the drive market during periods of low infection rates in the state.

- Establish a quarterly regional marketing meeting with economic development professionals and business leaders to disseminate information to other stakeholders. Completion: Ongoing
  - REX/SCCREDC hosts monthly REDFO meetings.
  - We participate in the Regional Monthly Marketing Meeting with AdvanceCT, the public/private partnership dedicated to developing and recruiting high-value businesses in Connecticut.
  - We promote regional partner events relevant to our constituents. These include events hosted by regional chambers of commerce, professional organizations, government agencies, and others.

- Share best practices from the CEDS Strategic Planning Committee on a dedicated webpage via REX/SCCREDC. Completion: Complete
  - CEDAS relaunched its program in 2022, and the information was added to the REX/SCCREDC website. In addition, we offered the municipalities assistance in completing the process with an intern from the University of Connecticut.
  - We are scheduling a presentation by AdvanceCT, Economic Development 101, emphasizing best practices.

**Objective 2: Market the region to attract and retain businesses at the local, state, national, and international levels.**

- In collaboration with the municipalities and the Greater New Haven Chamber of Commerce, business outreach has been one of our primary foci. We provided direct business assistance navigating federal, state, and local initiatives, professional guidance, and referrals to other agencies.

- Design an impactful one-page handout that conveys the region’s strengths to the business community as outlined in the CEDS. Completion: We are working with the City of New Haven on a high-quality “lure” piece that features Greater New Haven.
  - This project is ongoing in the City of New Haven.
  - The piece will align with Connecticut’s DECD’s and AdvanceCT’s marketing strategy.

- Solicit formal feedback from students, young professionals, start-ups, and established business entities who have elected to or are planning to relocate outside Connecticut. Similarly, collect input from stakeholders who have recently relocated to Connecticut. Completion: Year 2
  - On hold

- Additional Actions:
  - Create a global recruitment brochure. Status: Will be updated when international tradeshows resume.
  - Update International Council of Shopping Centers (ICSC) collateral. Status: Will be updated for the fall 2022 conference.
  - Advertised in AAA magazine, newsletter, and on their website.
Our communications outreach delivered the following results:

- The VNH/REX/SCCREDC websites experienced a 76.5% increase in visits in 2021 over 2020. Compared with the 2019 data, the visits grew by 55.8%. These increases were driven by Connecticut residents looking for day trips.
- There was a 4.32% increase in CTVisit.com page views for Greater New Haven listings from 2020 through 2021. The growth has returned us to 2019 levels. The State Office of Tourism is planning to revamp its website so we can anticipate additional traffic when it is launched.
- The Visit New Haven Instagram account increased its followers by 31%.

**Objective 3: Grow tourism marketing in conjunction with the State of Connecticut Office of Tourism.**

- Refresh/replace the REX/SCCREDC website. Completion: Year 2
  - The project has been completed.
- Establish a brand for Greater New Haven to strengthen the state’s brand. Completion: Ongoing
  - Ginny Kozlowski of REX/SCCREDC is a member of the Governor’s Council on Tourism.
  - The Connecticut Office of Tourism has launched a fresh marketing initiative featuring Connecticut’s attractions in “The State I’m In.” There has been extensive video distribution through traditional television ads and digital outlets.
- Visit New Haven has launched an app to assist visitors and residents in finding nearby attractions, restaurants, hotels, and events when in the area. The app also allows visitors to create custom itineraries.
- We are working in conjunction with Tweed-New Haven Regional Airport, Avelo Airlines, and destinations served by the airlines to draw visitors to the region. In addition, we are planning trade missions to select destinations to develop relationships to collaborate in economic development.
EVALUATION FRAMEWORK

Each committee identified specific tasks and timeframes to support its goals and objectives. The measures of success of these efforts will be collective, as there is tremendous interdependency between the sectors, external factors, and available resources.

- Increase the number of new businesses by 2% annually.
  Connecticut’s new businesses increased by 20%, with 47,584 business registrations through November 2021. In 2020 there were 39,570 business registrations in Connecticut.
- Reduce regional unemployment not to exceed the national unemployment rate.
  - We did not meet this goal in 2021.
- Dredge the Port of New Haven to 42 feet by 2020.
  - The state bonding commission has funded the project. The projected completion date is Q4 2025.
- Increase median household income by 2% annually.
  - New Haven County’s median household income increased from $69,687 in 2019 to $71,370 in 2020, increasing 2.4%.  
- Decrease the number of people living below the poverty level in New Haven County by 1% annually.
  - The number of people living below the poverty line decreased from 12% in 2019 to 11.2%, a 6.67% decrease.
- Increase enplanements at Tweed-New Haven Regional Airport by 5% annually.
  - The FAA has not released the 2021 enplanement data. In 2021, American Airlines cut service and eventually pulled out of the airport in October 2021. However, a brand new airline, Avelo Air, launched its first flight on November 3, 2021. Over 100,000 enplanements occurred between November 3, 2021, and March 3, 2022.  
  - Currently, Avelo offers service to Orlando, Fort Lauderdale, Tampa, Fort Myers, West Palm Beach, and Sarasota/Bradenton. Service to seven additional destinations will begin in May 2022. The destinations are: Nashville, TN; Charleston, SC; Myrtle Beach, SC; Savannah, GA/Hilton Head, SC; Chicago, IL; Baltimore, MD; and Raleigh, NC.
- Increase the number of airline carriers at Tweed-New Haven Regional Airport to 3 by 2020.
  - We currently have one air carrier at Tweed.
    - American Airlines discontinued service at Tweed on October 1, 2020.
    - A new airline, Avelo Air, established Tweed as its east coast base.
- By 2023, return ridership on public transportation to 2019 levels.
  - As of March 2022, ridership was at half of pre-pandemic usage.
- Increase the REX/SCCREDC and VNH newsletter subscription lists by 2% annually.
  - Although there were 562 new subscribers, the net total resulted in a loss of 1%.
- Increase website visits to REX/SCCREDC, VNH, and Greater New Haven section on ctvisit.com by 5% annually.
  - The VNH/REX/SCCREDC websites experienced a 76.5% increase in visits in 2021 over 2020. Compared with the 2019 data, the visits grew by 55.8%. These increases were driven by Connecticut residents looking for day trips.

30 Ibid.
There was a 4.32% increase in CTVisit.com page views for Greater New Haven listings from 2020 through 2021. The growth has returned us to 2019 levels. The State Office of Tourism is planning to revamp its website so we can anticipate additional traffic when it is launched.

The Visit New Haven Instagram account increased its followers by 31%.

- Increase housing starts by 2% annually.
  - The number of housing starts declined from 978 in 2020 to 546 in 2021, a 79% decrease.\(^\text{32}\)

- Increase affordable housing units by 1% annually.
  - The region increased the number of affordable housing units by 1.8% between 2020 and 2021.\(^\text{33}\)

- Increase the number of tradeshows by two events per year.
  - Most tradeshows were canceled due to the pandemic, so we attended two virtual tradeshows. We attended:
    - Virtual Biomedical Device Show (San Diego) in April 2021.
    - American Bus Association Tradeshow with virtual appointments with tour operators (April & May 2021).
  - We are currently scheduled to attend Bio 2022 and the International Manufacturing and Technology Show (ITMS)


RECOVERY AND RESILIENCE
Disaster planning must include a cost/benefit analysis of prevention and recovery costs when facing a disaster. The very definition of disaster has changed dramatically over the past few years.

- Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region (steady-state)
- Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (responsive)

With the expanding risks, we have identified some areas of focus:
- Healthcare
- Climate change
- Cybersecurity
- Utilities
- Supply chain

These areas cross many sectors of our communities and need to be developed in concert. With sufficient planning, we can establish policies, programs, and other actions to implement in advance of a crisis. Crises don’t come in a single flavor. The more flexible our resilience planning is, the better we will be able to respond. Simply knowing the currently available resources is a suitable place to start. Then, a gap analysis to determine what other resources could be needed and develop a plan to obtain the essential items and have action plans to deploy them.

REX/SCCREDC and the South Central Regional Council of Governments (SCRCOG) collaborate with the Department of Emergency Management and Homeland Security (CT DEMHS Region 2) to resolve unmet needs from the current crisis. However, we need to expand our collaboration to include these other potential crises. By detailing the current inadequacies, we can work with the state and federal governments to improve the situation. The American Rescue Plan and future recovery packages provide funding for initiatives such as this. While we cannot prepare for every type of disaster, we can prioritize hardening essential infrastructure; ensuring adequate housing, healthcare, and food; and stockpiling critical goods.
REGIONAL ANALYSIS

THE REGION DEFINED
The region used in this analysis includes 15 municipalities in South Central Connecticut: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge.

Unless noted, we are reporting on the region. However, some data will be identified as New Haven County or the New Haven Labor Market Area.


DEMOGRAPHICS
Between 2010 and 2020, the region’s population and number of households were essentially unchanged.34

The per capita income increased 20.4% in the region and 19.38% in the county between 2010 to 2019. The median age has been steadily increasing in both geographies since 2000. From 2010 to 2017, the median household income increased by 3.85% in the South Central Region, with slightly less growth happening in New Haven County.

Currently, the minimum wage in Connecticut is $13.00, which went into effect in August 2021. In July 2022, the minimum wage will increase to $14. Many former minimum wage jobs have experienced significant wage increases through market supply and demand.

<table>
<thead>
<tr>
<th></th>
<th>SOUTH CENTRAL REGION</th>
<th>% CHANGE</th>
<th>NEW HAVEN COUNTY</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2020</td>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>Population</td>
<td>570,001</td>
<td>570,757</td>
<td>0.13%</td>
<td>862,477</td>
</tr>
<tr>
<td>Households</td>
<td>222,620</td>
<td>221,467</td>
<td>-0.51%</td>
<td>334,502</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$64,653</td>
<td>$73,587 (2019)</td>
<td>13.82% (2019)</td>
<td>$61,114</td>
</tr>
</tbody>
</table>

POPULATION BY TOWN 1990-2020

The figure below indicates that the population in the region’s municipalities between 2010 and 2020 remained flat.\(^{35}\) However, data from the US Postal Service, provided by the CT Department of Economic and Community Development, indicates an influx of 20,000 households determined by the change of address forms. While we do not have specific data on the number of transplants to Greater New Haven, we know that demand for housing has sharply increased.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>4,608</td>
<td>5,040</td>
<td>5,563</td>
<td>5,297</td>
<td>↓</td>
</tr>
<tr>
<td>Branford</td>
<td>27,603</td>
<td>28,683</td>
<td>28,026</td>
<td>28,273</td>
<td>↑</td>
</tr>
<tr>
<td>East Haven</td>
<td>26,144</td>
<td>28,189</td>
<td>29,257</td>
<td>27,923</td>
<td>↓</td>
</tr>
<tr>
<td>Guilford</td>
<td>19,848</td>
<td>21,398</td>
<td>22,375</td>
<td>22,073</td>
<td>↓</td>
</tr>
<tr>
<td>Hamden</td>
<td>52,434</td>
<td>56,913</td>
<td>60,960</td>
<td>61,169</td>
<td>↑</td>
</tr>
<tr>
<td>Madison</td>
<td>15,485</td>
<td>17,858</td>
<td>18,269</td>
<td>17,691</td>
<td>↓</td>
</tr>
<tr>
<td>Meriden</td>
<td>59,479</td>
<td>58,244</td>
<td>60,868</td>
<td>60,850</td>
<td>↓</td>
</tr>
<tr>
<td>Milford</td>
<td>49,938</td>
<td>52,305</td>
<td>52,759</td>
<td>52,044</td>
<td>↓</td>
</tr>
<tr>
<td>New Haven</td>
<td>130,474</td>
<td>123,626</td>
<td>129,779</td>
<td>134,023</td>
<td>↑</td>
</tr>
<tr>
<td>North Branford</td>
<td>12,996</td>
<td>13,906</td>
<td>14,407</td>
<td>13,544</td>
<td>↓</td>
</tr>
<tr>
<td>North Haven</td>
<td>22,247</td>
<td>23,035</td>
<td>24,093</td>
<td>24,253</td>
<td>↑</td>
</tr>
<tr>
<td>Orange</td>
<td>12,830</td>
<td>13,233</td>
<td>13,956</td>
<td>14,280</td>
<td>↑</td>
</tr>
<tr>
<td>Wallingford</td>
<td>40,822</td>
<td>43,026</td>
<td>45,135</td>
<td>44,396</td>
<td>↓</td>
</tr>
<tr>
<td>West Haven</td>
<td>54,021</td>
<td>52,360</td>
<td>55,564</td>
<td>55,584</td>
<td>↑</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>7,924</td>
<td>8,983</td>
<td>8,990</td>
<td>9,087</td>
<td>↑</td>
</tr>
<tr>
<td>Total</td>
<td>536,853</td>
<td>546,799</td>
<td>570,001</td>
<td>570,487</td>
<td>↑</td>
</tr>
</tbody>
</table>

Based on the 2020 Census, the region’s population has been stagnant. There are concerns regarding the validity of this data, given the demand for existing housing and the willingness of developers to invest in new projects, particularly in New Haven. According to the City of New Haven Economic Development Administration’s 2021 Official Statement, more than 3,700 units are in the pipeline.

\(^{35}\) DataHaven analysis of 2020 Census and 2010 Census Redistricting File, published August 12, 2021
Below is the percentage change in population by town.  

36 Ibid.
As seen in the graph below, the decline in population growth for the region closely follows the trend for the state. However, both Connecticut and Greater New Haven are experiencing slower growth in population relative to the rest of the United States.37

37 Ibid.
As of 2019, only Hamden, New Haven, and West Haven’s median ages are below the national average of 38.1 (noted by the horizontal line). One of the objectives outlined in the CEDS Action Plan is to develop career pathways, housing, and amenities that will allow younger people to remain in, or relocate to, the region.\textsuperscript{38,39}

\textsuperscript{38} U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

\textsuperscript{39} 2015-2019 American Community Survey 5-Year Estimates (Table B01003)
WEALTH: MEDIAN HOUSEHOLD INCOME BY TOWN

The disparities are dramatic in wealth between urban and suburban towns within the South Central Connecticut region. Woodbridge led the region with a median household income of approximately $169,155, while New Haven’s median household income was about $44,507, according to 2020 data. All towns have experienced an increase in median household income since 2010.40

WEALTH: POVERTY

Concerning individuals living below the federally defined poverty level, poverty continues to be a problem in some of the larger communities (New Haven, West Haven, and Meriden), where more than 10% of the population lives below the poverty line. Even our wealthiest towns are seeing increases in poverty.\(^{41}\) We anticipate that the percentage of individuals living below the poverty line will increase in 2021 as the workforce has shrunk. This would indicate that some dual-income homes are now single-income, and more retirees are living on a fixed income.

<table>
<thead>
<tr>
<th>Town</th>
<th>2000</th>
<th>2010</th>
<th>2020</th>
<th>% Change 2010-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>2.6%</td>
<td>2.1%</td>
<td>2.7%</td>
<td>28.6%</td>
</tr>
<tr>
<td>Branford</td>
<td>4.1%</td>
<td>5.8%</td>
<td>5.2%</td>
<td>-10.3%</td>
</tr>
<tr>
<td>East Haven</td>
<td>5.2%</td>
<td>8.3%</td>
<td>8.9%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Guilford</td>
<td>3.1%</td>
<td>2.8%</td>
<td>2.9%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Hamden</td>
<td>7.8%</td>
<td>6.8%</td>
<td>9.2%</td>
<td>35.3%</td>
</tr>
<tr>
<td>Madison</td>
<td>1.3%</td>
<td>0.7%</td>
<td>2.6%</td>
<td>271.4%</td>
</tr>
<tr>
<td>Meriden</td>
<td>11.0%</td>
<td>13.8%</td>
<td>10.9%</td>
<td>-21.0%</td>
</tr>
<tr>
<td>Milford</td>
<td>3.7%</td>
<td>3.9%</td>
<td>4.1%</td>
<td>5.1%</td>
</tr>
<tr>
<td>New Haven</td>
<td>24.4%</td>
<td>25.2%</td>
<td>25.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>North Branford</td>
<td>1.6%</td>
<td>0.7%</td>
<td>2.4%</td>
<td>242.9%</td>
</tr>
<tr>
<td>North Haven</td>
<td>3.5%</td>
<td>3.9%</td>
<td>4.5%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Orange</td>
<td>2.5%</td>
<td>2.1%</td>
<td>1.8%</td>
<td>-14.3%</td>
</tr>
<tr>
<td>Wallingford</td>
<td>3.6%</td>
<td>6.8%</td>
<td>6.3%</td>
<td>-7.4%</td>
</tr>
<tr>
<td>West Haven</td>
<td>8.8%</td>
<td>10.1%</td>
<td>11.1%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>2.3%</td>
<td>1.7%</td>
<td>2.5%</td>
<td>47.1%</td>
</tr>
</tbody>
</table>

WEALTH: ECONOMICALLY DISTRESSED TOWNS
The Connecticut Department of Economic and Community Development ranks all 169 municipalities in the state according to their level of distress, with the top 25 being labeled distressed at the state level. The factors used to calculate this ranking include high unemployment and poverty, aging housing stock and low or declining growth rates in job creation, population, per capita income, percentage of the population with a high school diploma or higher, and per capita adjusted equalized net grand list. These metrics give an overall picture of the economic well-being of a community. Three municipalities are identified as distressed in our region in 2021. In 2020, the region had four economically distressed towns. In 2021, New Haven was removed from the state’s list.

#20 West Haven
#23 Meriden
#25 East Haven

HOUSING: CHANGE IN MEDIAN SALES PRICE Q4 2020 V. Q4 2021

Comparing Q4 2021 over Q4 2020, median sales prices for homes in New Haven County have increased by 9.76%, from $255,000 to $280,000.43

While an almost 10% increase in home prices in a single year is notable on its own, a five-year lookback is even more startling. In 2017, the median sales price was $195,000. Over five years, the median sales price has increased by 43.59%.

While an almost 10% increase in home prices in a single year is notable on its own, a five-year lookback is even more startling. In 2017, the median sales price was $195,000. Over five years, the median sales price has increased by 43.59%.

Housing is one of the region’s most critical issues, especially equity in homeownership. The regional efforts to address housing issues are in the Workforce and Housing section.

---

HOUSING: HOUSING STOCK
From 2008 to 2019, the housing stock in the region grew by 4.99%, driven by residential investment in Meriden and New Haven. However, there is insufficient affordable development to support the goals and objectives of the Workforce and Housing section of the CEDS.44

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2019</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>1,979</td>
<td>2,075</td>
<td>96</td>
<td>4.85%</td>
</tr>
<tr>
<td>Branford</td>
<td>13,590</td>
<td>13,632</td>
<td>42</td>
<td>0.31%</td>
</tr>
<tr>
<td>East Haven</td>
<td>11,976</td>
<td>12,052</td>
<td>76</td>
<td>0.63%</td>
</tr>
<tr>
<td>Guilford</td>
<td>9,121</td>
<td>9,249</td>
<td>128</td>
<td>1.40%</td>
</tr>
<tr>
<td>Hamden</td>
<td>23,808</td>
<td>25,084</td>
<td>1,276</td>
<td>5.36%</td>
</tr>
<tr>
<td>Madison</td>
<td>7,661</td>
<td>8,204</td>
<td>543</td>
<td>7.09%</td>
</tr>
<tr>
<td>Meriden</td>
<td>25,249</td>
<td>28,826</td>
<td>3,577</td>
<td>14.17%</td>
</tr>
<tr>
<td>Milford</td>
<td>23,858</td>
<td>24,417</td>
<td>559</td>
<td>2.34%</td>
</tr>
<tr>
<td>New Haven</td>
<td>52,812</td>
<td>55,682</td>
<td>2,870</td>
<td>5.43%</td>
</tr>
<tr>
<td>North Branford</td>
<td>5,457</td>
<td>5,855</td>
<td>398</td>
<td>7.29%</td>
</tr>
<tr>
<td>North Haven</td>
<td>9,171</td>
<td>9,583</td>
<td>412</td>
<td>4.49%</td>
</tr>
<tr>
<td>Orange</td>
<td>5,156</td>
<td>5,194</td>
<td>38</td>
<td>0.74%</td>
</tr>
<tr>
<td>Wallingford</td>
<td>18,201</td>
<td>19,934</td>
<td>1,733</td>
<td>9.52%</td>
</tr>
<tr>
<td>West Haven</td>
<td>22,305</td>
<td>22,397</td>
<td>92</td>
<td>0.41%</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>3,294</td>
<td>3,107</td>
<td>-187</td>
<td>-5.68%</td>
</tr>
<tr>
<td>Total</td>
<td>233,638</td>
<td>245,291</td>
<td>11,653</td>
<td>4.99%</td>
</tr>
</tbody>
</table>

44 CT Data Collaborative, Total Housing Units by Town. Accessed April 1, 2022 from http://data.ctdata.org
HOUSING: NUMBER OF AFFORDABLE UNITS

As noted in the 2018 Comprehensive Economic Development Strategy, the availability of housing options for low-wage workers and their families is scarce. Full-time workers need to earn $27.37 per hour to rent a two-bedroom apartment at fair market rent in Connecticut.\(^{45}\) Currently, the minimum wage in Connecticut is $13.00, which went into effect in August 2021. The minimum wage will increase over the next two years:

- July 2022: $14.00
- June 2023: $15.00

Subsequent increases will be based on federal economic indicators.\(^{46}\)

Existing Affordable Housing Units per the State Definition, 2021\(^{47}\)

Suburban towns have an extremely limited inventory of affordable units. To address this issue, the South Central Regional Council of Governments has established a Housing Group with representatives from each town in the region. Thus far, the committee has focused on learning best practices and avoiding potential pitfalls in pursuing increased affordable housing in each town. To increase the number of affordable units throughout the region, the South Central Regional Council of Governments is producing a regional housing plan with each town supplementing the regional plan with additional information pertinent to their town. Connecticut State law (Statute 8-30J) requires towns to prepare affordable housing plans at least once every five years. Under this statute, municipalities have until July 2022 to adopt an affordable housing plan.

<table>
<thead>
<tr>
<th>Town</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>13</td>
</tr>
<tr>
<td>Branford</td>
<td>477</td>
</tr>
<tr>
<td>East Haven</td>
<td>983</td>
</tr>
<tr>
<td>Guilford</td>
<td>228</td>
</tr>
<tr>
<td>Hamden</td>
<td>2,343</td>
</tr>
<tr>
<td>Madison</td>
<td>135</td>
</tr>
<tr>
<td>Meriden</td>
<td>4,303</td>
</tr>
<tr>
<td>Milford</td>
<td>1,214</td>
</tr>
<tr>
<td>New Haven</td>
<td>18,142</td>
</tr>
<tr>
<td>North Branford</td>
<td>121</td>
</tr>
<tr>
<td>North Haven</td>
<td>552</td>
</tr>
</tbody>
</table>

\(^{45}\) National Low Income Housing Coalition - Out of Reach 2021: Connecticut. Accessed April 1, 2022 from https://reports.nlihc.org/oor/connecticut

\(^{46}\) Press Release: Governor Lamont Signs Minimum Wage Increase, May 28, 2019

\(^{47}\) CT Department Housing: 2020 Affordable Housing Appeals List. Accessed April 1, 2022 https://portal.ct.gov/DOH/DOH/Programs/Affordable-Housing-Appeals-Listing
<table>
<thead>
<tr>
<th>Town</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange</td>
<td>72</td>
</tr>
<tr>
<td>Wallingford</td>
<td>827</td>
</tr>
<tr>
<td>West Haven</td>
<td>3,538</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>41</td>
</tr>
<tr>
<td>Regional</td>
<td>32,989</td>
</tr>
</tbody>
</table>

Percentage of Affordable Housing Units by Town 2021
HOUSING: COMPARATIVE RENTAL RATES
From March 2021-March 2022, rents in New Haven increased by 9.56%, while those in Manhattan increased by 14.11% and 15.12% in Boston.48

48 Rent Café, Rental Rate. Accessed on March 25, 2022 from rentcafe.com
WORKFORCE: UNEMPLOYMENT

Unemployment in the New Haven Labor Market Area (LMA)* has trended consistently with the unemployment of Connecticut and the U.S. overall. In the LMA, unemployment declined every year from 2010 until 2020.49

2021 Annual Unemployment
- New Haven LMA: 5.9%
- Connecticut: 6.3%
- U.S.: 5.4%

---

WORKFORCE: EDUCATIONAL ATTAINMENT BY TOWN

The chart below shows the Percentage of the Population 25+ years with a Bachelor's Degree or More. Not surprisingly, the level of education closely aligns with median household income. East Haven, West Haven, and Meriden have the lowest levels of educational attainment, with Guilford, Madison, Orange, and Woodbridge having more than one-half of their population with a Bachelor’s degree or more.50

Students play a significant role in the region’s economic vitality. The seven colleges and universities in Greater New Haven have a combined student population of nearly 50,000.\textsuperscript{51}

\begin{table}[h]
\centering
\begin{tabular}{l|c}
\hline
Institution & Enrollment Fall 2020 \\
\hline
Yale University & 12,060 \\
Southern Connecticut State University & 9,331 \\
Quinnipiac University & 9,746 \\
Gateway Community College & 6,003 \\
University of New Haven & 6,961 \\
Middlesex Community College & 2,106 \\
Albertus Magnus & 1,384 \\
\hline
\end{tabular}
\caption{Enrollment Fall 2020}
\end{table}

EMPLOYERS: LEADING EMPLOYERS IN REGION

Many of the region’s leading employers can be found in Healthcare, Biomedical/Life Sciences, Higher Education, and Advanced Materials and Manufacturing sectors.\textsuperscript{52}

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Town</th>
<th>Industry/Business Description</th>
<th>Size/Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yale New Haven Health</td>
<td>New Haven</td>
<td>Hospitals/Clinics</td>
<td>5,000-9,999</td>
</tr>
<tr>
<td>Yale University</td>
<td>New Haven</td>
<td>Schools-Universities &amp; Colleges Academic</td>
<td>5,000-9,999</td>
</tr>
<tr>
<td>Avangrid (United Illuminating and Southern Connecticut Gas)</td>
<td>Orange</td>
<td>Utilities</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Laticrete International, Inc.</td>
<td>Bethany</td>
<td>Adhesives &amp; Glues (Whls)</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Masonicare</td>
<td>Wallingford</td>
<td>Hospitals</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Medtronic</td>
<td>North Haven</td>
<td>Surgical Appliances-Manufacturers</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Southern Connecticut State University</td>
<td>New Haven</td>
<td>Schools-Universities &amp; Colleges Academic</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Veterans Affairs Connecticut Healthcare System</td>
<td>West Haven</td>
<td>Hospitals</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Amazon</td>
<td>Wallingford/North Haven</td>
<td>Internet &amp; Catalog Shopping/Fulfillment Center</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>American Medical Response</td>
<td>New Haven</td>
<td>Ambulance Service</td>
<td>500-999</td>
</tr>
<tr>
<td>Assa Abloy Door Security Solutions</td>
<td>New Haven</td>
<td>Security Systems</td>
<td>500-999</td>
</tr>
<tr>
<td>AT&amp;T</td>
<td>New Haven</td>
<td>Telecommunications Services</td>
<td>500-999</td>
</tr>
<tr>
<td>Honeywell/Fire Lite</td>
<td>North Branford</td>
<td>Safety Equipment &amp; Clothing-Manufacturers</td>
<td>500-999</td>
</tr>
<tr>
<td>Knights of Columbus Insurance</td>
<td>New Haven</td>
<td>Insurance</td>
<td>500-999</td>
</tr>
<tr>
<td>MidState Medical Center</td>
<td>Meriden</td>
<td>Hospitals</td>
<td>500-999</td>
</tr>
<tr>
<td>Quest Diagnostics</td>
<td>Wallingford</td>
<td>Laboratories</td>
<td>500-999</td>
</tr>
</tbody>
</table>

EMPLOYERS: SIZE OF ESTABLISHMENTS

According to the US SBA’s 2021 Small Business Profile, small businesses account for 99.4% of total companies in Connecticut and employ 739,870 people.\textsuperscript{53}

\textsuperscript{52} Connecticut Department of Labor Largest Employers. Accessed April 1, 2022 from https://www1.ctdol.state.ct.us/lmi/EmpSearchTopList.asp?IntSort=6

CULTURAL EQUITY AND SOCIAL JUSTICE

The content of the South Central Connecticut Comprehensive Economic Development Strategy has consistently addressed the issues of cultural equity and social justice through the stated goals and objectives. However, we recognize a need to spotlight our actions to support these goals and objectives and re-evaluate how we might do better with input from all residents.

- Commitment to equity from public, private, and nonprofit sectors
- Legislative changes
- Lessening the digital divide
- Additional workforce development programs
- Better access to healthcare
- Improving access to childcare
- Public transportation improvements

PUBLIC COMMENTS AND LEGAL NOTICES

Business Development & Recruitment

- Improve access to technology for small business
- Increase competition among broadband providers
- Need bilingual training programs to reach more businesses
- Connecticut’s high utility costs hamper business retention and recruitment
- Encourage small business disaster planning
- Insufficient workforce negatively impacts productivity (workforce shortage is tied to skills training, childcare, housing, etc.)
- Supply change disruptions are negatively impacting productivity
- Need to incorporate diversity, equity, and inclusion into employee handbooks
- Cybersecurity is a concern for businesses
- Businesses are concerned that the expected wave of retirements at state agencies will delay projects
- Access to a large population makes the region attractive to distribution centers

Workforce & Housing

- Insufficient price appropriate housing
  - SCRCOG regional housing plan (July 2022) will lay the regional groundwork moving forward and will be supplemented by town-specific information
  - Trailer parks offer affordable options but are not included in the state’s formula
  - New state zoning law allows for accessory dwelling units and fewer parking spaces
- Offer incentives for childcare
- Increase manufacturing training programs to accommodate the broad range of manufacturing types in the region
- Expand the workforce pool with untapped talent (Black and Latinx, differently-abled, refugees, and post-offenders)

Infrastructure

- Cybersecurity concerns in both the public and private sectors
- Silver tsunami will negatively impact projects associated with the Department of Energy and Environmental Protection and the Department of Transportation
- We do not have the number of engineers we need to implement planned transportation updates
- Transportation
  - Continued congestion issues at the I-91 and I-95 interchange
Branford’s economic development has been hampered by limited access at exits 53 and 56 on I-95, increased road damage.

Faster rail times between New Haven and New York that are aligned with connections to Shore Line East and the Hartford Line.

- Need additional parking or shuttle lots at Tweed-New Haven Airport
- Build a flood wall at Long Wharf to allow shoreline development

**Real Estate, Land Use, and Sustainability**

- Vacant office space
- Vacant retail space
- Limited available space for development
  - Increase brownfield assessment and remediation funding

**Marketing, Communications, and Stakeholder Education**

- Assist small businesses in creating/maintaining an online presence
- Build more robust connections between official entities and small businesses
- Attract more visitors to help struggling businesses
- Convince people to move here from other states

**Healthcare**

- Improve access to routine and specialized care for underserved communities
- Continue education on COVID-19 mitigation tactics
- Prepare for possible variants

**Higher Education**

- Create stackable certificate programs for bioscience, trades, manufacturing, hospitality, IT, and healthcare to get residents into the workforce faster and allowing to learn at their own pace
- Continue testing and quarantine protocols to allow students on campus if new variants arise

**Bioscience**

- Make New Haven synonymous with bioscience
- Increase graduation space for bio companies
- Support global telehealth with appropriate broadband service

**Manufacturing**

- Ongoing need for skilled workers
- Need diverse training programs to meet the needs of the broad range of manufacturers in the region
- Continuing disruptions in the supply chain
- Provide vouchers to overcome transportation barriers

**Arts, Culture, and Tourism**

- Develop/update outdoor recreation information
- Restaurants requesting additional financial support
• Tremendous amount of uncertainty in the industry

Additional Comments

• Identify better ways of providing addiction, mental health, and social services to all communities
• Concerns regarding inflation and the war in Europe
• Utilize ARPA funds to address resiliency issues
• Use ARPA funds for transformational change
• Focus on community wealth building

New Haven Register

La Voz – page 68

Meriden Record Journal – page 69
ELM CITY COMMUNITIES

Invitation for Bids
 Pest Control Services

Elm City Communities is currently seeking bids for pest control services. A complete copy of the requirement may be obtained from Elm City Communities’ Vendor Collaboration Portal

https://newhavenhousing.cobblestonesystems.com/gateway

beginning on

Wednesday, April 20, 2022 at 3:00PM.

PIZZERIA EN NEW HAVEN

SE NESECITA PERSONA PARA HACER PIZZAS

PIZZA MAN

Tiempo completo. Buen salario. Solicite en persona

EST, EST, EST PIZZA

1176 Chapel Street New Haven, CT 06511

203-809-0462

C R U C I G R A M A

HORIZONTALES
1. Oficio de un organismo en
   cargada de atender determina-
   dos asuntos. (5,7 letras) 16. ESCOSC. 17. Latitud (abrev.)
20. Abril existo. 22. Lengua propon- ...
24. Ántima. 25. Ánti-...
28. Terraza blanca que se usa para acostarse en los montaceros.
32. N. de Irán. 33. Afora-
34. Planiendo. 35. Hípico-
37. Una de las doces partes en que se di- ...
38. Simbolo del cerdo. 39. Nomos que ade ...
21. Lápiz que se usa para grabar.
28. Conductor de los university.
31. Don. 35. Hace. 36. Excelen-
37. Atrapa. 41. Ate. 44. El-
45. El viento.
46. El coche.
47. La casa.
48. La carrera.
49. El alimento. 50. La cuestión.
51. La estrategia. 52. La inseguridad.
53. La casa. 54. La estación.
55. El tiempo.
56. El alimento. 57. La estación.
58. El alimento. 59. La casa.
60. La cuestión. 61. La estrategia.
62. La inseguridad. 63. La casa.
64. La estrategia.
65. La inseguridad.
66. La casa.
67. La estrategia.
68. La inseguridad.
69. La casa.
70. La estrategia.
71. La inseguridad.
72. La casa.

VERTICALES
1. El embalse. 2. El universidad.
3. El coche. 4. La cuestión.
5. La estrategia. 6. La inseguridad.
7. La casa.
8. La estrategia.
9. La inseguridad.
10. La casa.
11. La estrategia.
12. La inseguridad.
13. La casa.
14. La estrategia.
15. La inseguridad.
16. La casa.
17. La estrategia.
18. La inseguridad.
19. La casa.
20. La estrategia.
21. La inseguridad.
22. La casa.
23. La estrategia.
24. La inseguridad.
25. La casa.
26. La estrategia.
27. La inseguridad.
28. La casa.
29. La estrategia.
30. La inseguridad.
31. La casa.
32. La estrategia.
33. La inseguridad.
34. La casa.
35. La estrategia.
36. La inseguridad.
37. La casa.
38. La estrategia.
39. La inseguridad.
40. La casa.
41. La estrategia.
42. La inseguridad.
43. La casa.
44. La estrategia.
45. La inseguridad.
46. La casa.
47. La estrategia.
48. La inseguridad.
49. La casa.
50. La estrategia.
51. La inseguridad.
52. La casa.
53. La estrategia.
54. La inseguridad.
55. La casa.
56. La estrategia.
57. La inseguridad.
58. La casa.
59. La estrategia.
60. La inseguridad.
61. La casa.
62. La estrategia.
63. La inseguridad.
64. La casa.
65. La estrategia.
66. La inseguridad.
67. La casa.
68. La estrategia.
69. La inseguridad.
70. La casa.
71. La estrategia.
72. La inseguridad.

REFRANES DE LA ABUELA

- A caracoles picantones, vino abundante.

- Cabaña que rinde al monte, no hay cabrero que la guarde.

- A la cena y a la cama, solo una vez se llama.

- Comer sin trabajar, no se debe tolerar.

- Darle a una persona todo tu amor, no es un seguro de que siempre te amarán.

- Lo es en uno mismo en su tierra, que en tierra ajena.

- A las mujeres y a los charcos, no hay que arriesgar con rodeos.

- Dios se fue y días vendrán; lo que unos traigan, los otros se llevarán.

- El dinero requiere tres cosas: saberlo ganar, saberlo gastar y saberlo desgastar.

- Los niños, ni ocultan mentiras, ni callan verdades.

ROSA M. CUBELA

Sopa de Letras

A I D R A C I D A R B S V P S
I U A O O T R A S T O R N O U
D R R G P L F M E D A I R E D
R Á I R E M O A I S N Q L É O
A P I T C X E D CÔ T E U R S
C I T R H U R D I T N R O E A
I D M É O E L C I T O T É Q C
U O I V P L A A O C I R Z S I
Q S A X I L T S R N I O E Y Ó
A L A T I D O S É B H N Z S N
T M A R E O S G R F U M A R B
L Y B V Ó Ó N Ó Z A R O C S V
A I É Y X O I R R E G U L A R

Sudoku

1 6 4 9 3 5 7 2 8
5 2 7 8 4 3 6 9 1
9 8 2 7 5 1 6 4 3
2 5 4 6 8 9 7 1 3
3 7 9 5 1 2 8 4 6
4 8 6 1 3 7 5 9 2
6 1 8 3 9 4 2 5 7
7 9 5 4 2 6 1 8 3
8 3 1 2 7 5 4 6 9

ARTISTAS

- Ataque
- Auricular
- Bradicardia
- Cardíacos
- Congenitos

COARZON
- Dolor
- Estrés
- Factores
- Falta
- Fibraclización
- Fumar

IRREGULAR
- Latidos
- Lentos
- Maresos
- Medicinas
- Pecho
- Perdidos

RÁPIDOS
- Sudoración
- Taquicardia
- Trastorno
- Vértigo

203-809-0462

25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100
Gummy From D1

The company said it had helped start an initiative to improve the health and well-being of those in production of cannabis seed, and now uses only hemp.

Gummy candy doesn’t take off in the United States until the 1980s.

In 1981, the Herman Goelitz Candy Co. (later renamed Jolly Ranchers) introduced the first American-made gummy bear. A year later, Haribo set up its first distribution center in the United States. The Indiana-based company also launched its flavor盲ly soft bears in 1985, and worms, gummy bears dotted the ash tray holder — now a tool to use in Carolina for the Sour Patch Kids from the Midwest.

In 1985, the medieval-themed adventures of the Gummi family in Disney’s animated series “The Gummi Bears” solidified the candy in the American pop-culture canon — as the Beatles song went in “It's been a long, long time / and there’s no one to exercise / or go where your thoughts take you.”

The pandemic has been a boon for candy makers, as customers turn to the comfort of candy in times of need. Sales of gummy candy in the United States went up 40% in the first quarter of 2020, compared to the same period in 2019, according to data from Euromonitor.

Gummy fandom is delicately balanced between nostalgia and craving for the more mature varieties of gummy candy that can be found in Asia, Europe and Latin America. Gummy bears are a popular snack in the United States, and they are known for their soft, chewy texture and fruity flavor.

Ashley Garcia recalls her teenage self bringing a can of gummy bears in her backpack while exploring the Grand Valley in Tennessee, where she grew up. Gummy bears were a popular snack in the United States, and they are known for their soft, chewy texture and fruity flavor.

Gummy bears have a long history, dating back to the 1920s when they were first introduced in the United States. They were created by a company called Whitehead & Hoag, which was later acquired by the Goetze Candy Company.

In the 1980s, gummy bears became even more popular, especially with children, who enjoyed their bright colors and flavors. They were also a popular snack for adults, who enjoyed the nostalgic feel of the candy.

Today, gummy bears are still popular, and there are many different flavors and types available. This year, for example, there are innovative gummy bears that are made with real fruit juice, and others that are vegan. There are also limited-edition flavors that are released throughout the year. No matter what type of gummy bear you like, you can find it at your local candy store or online. 

To learn more about the history of gummy bears, check out the book “A Candy Story: The History of the Gummy Bear” by Bethany Camp, which includes fun facts, fun facts, and fun facts about these delightful treats. 

Leeks

From D1

They’re mild, allium family vegetables related to onions, garlic, and scallions. Leeks are a little bit sweet and a little bit spicy, and have a mild onion flavor. They are a great ingredient for soups, stews, and casseroles. Leeks can be used in a variety of different dishes, and they add a nice touch of flavor to any meal.

Gummy bear and leek go well together, as leeks have a mild onion flavor that complements the fruitiness of the gummy bear. This combination creates a unique and delicious flavor profile.

This recipe for roasted leek and gummy bear salad is simple and easy to make. It requires only a few simple ingredients, and it can be customized to suit your taste.

**Ingredients:**
- 1 lb leeks, sliced
- 2 tbsp olive oil
- Salt and pepper to taste
- 1 cup gummy bears

**Instructions:**
1. Preheat the oven to 400°F (200°C).
2. In a small bowl, mix the sliced leeks with the olive oil, salt, and pepper.
3. Spread the leeks on a baking sheet and place in the oven for 20-25 minutes, or until the leeks are tender and lightly browned.
4. In a large bowl, combine the roasted leeks with the gummy bears.
5. Toss to mix well, and let cool to room temperature.
6. Serve immediately, or store in the refrigerator for up to 3 days.

**Variations:**
You can add other ingredients to this recipe, such as nuts, cheese, or vegetables. You can also add some dressing to the salad, such as a vinaigrette or a yogurt-based dressing.

**Nutrition:**
- Calories: 150
- Fat: 6g
- Carbohydrates: 20g

This recipe is a great way to use up extra leeks, and it’s a nice change of pace from the usual leek recipes. It’s also a great way to get the kids to eat their veggies!**
Resolution

Approving the 2022 South Central Connecticut: Comprehensive Economic Development Strategy Update

Whereas: South Central Connecticut aims to develop the region’s resiliency, diversity, and community while striving for the creation and implementation of business-friendly policies and projects that result in a more attractive business environment and higher quality of life for its residents;

Whereas: South Central Connecticut is a designated Economic Development District (EDD) through the US Economic Development Administration (US EDA);

Whereas: South Central Connecticut Regional Economic Development Corporation a.k.a. REX Development is responsible for developing a Comprehensive Economic Development Strategy every five years that is amended annually, as required by US EDA;

Whereas: The purpose of the 2022 Comprehensive Economic Development Strategy (CEDS) Update is to create a cohesive plan for the entire region to promote economic activity and to prepare for potential economic disruptions; and

Whereas: The plan was developed over the past year by a broad spectrum of regional stakeholders from the public, private, and nonprofit sectors.

Now, Therefore, Be It Resolved by the Council of Governments

That the 2022 South Central Connecticut: Comprehensive Economic Development Strategy Update is hereby approved.

Certificate

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Council of Governments on May 25, 2022.

Date: May 25, 2022

By: [Signature]

First Selectman Paula Cofrancesco, Secretary
South Central Regional Council of Governments

127 Washington Avenue, 4th Floor West, North Haven, CT 06473

www.scr cog.org T (203) 234-7555 F (203) 234-9850 camento@scr cog.org
South Central Connecticut Regional Economic Development Corporation
ACKNOWLEDGMENTS
Our work would not be possible without the generous support of our sponsors. We would like to thank all the individuals, corporations, organizations, and foundations that have supported us in the past and will continue to support us in the future.

CONTACT US
South Central Connecticut Regional Economic Development Corporation/REX Development
PO Box 1576
New Haven, CT 06506
203-821-3682
info@rexdevelopment.org
www.rexdevelopment.com

Ginny Kozlowski, Executive Director
Laura Bedoya, UCONN Intern
Avneet Benipal, Staff Accountant
Barbara Malmberg, Project Manager and Director of Marketing